

SUCCESS FACTORS IN EXPANDING A FAMILY BUSINESS

FAREDA CHUTHAMAS

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.....
Mrs. Fareda Chuthamas
Candidate



.....
Assoc. Prof. Winai Wongsurawat,
Ph.D.
Advisor



.....
Assoc. Prof. Nathasit Gertsri,
Ph.D.
Chairperson



.....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University



.....
Asst. Prof. Wanwiphang Manachotphong,
Ph.D.
Committee member

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Fareda Chuthamas



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FAREDA CHUTHAMAS 6449187

M.M. (MARKETING AND MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASSOC. PROF. NATHASIT GERDSRI, Ph.D., WANWIPHANG MANACHOTPHONG, Ph.D.

ABSTRACT

A family business's transformation represents a significant change in the company's strategic direction. The outcomes of this complex evolution process can be broad and varied. Although some new-generation leaders navigate these changes with ease to direct the company toward success and growth. Others may struggle with the obstacles and difficulties that come with the territory. The gap in outcomes emphasizes the significance of an in-depth comprehension of the factors that lead to success or failure in an environment of family business transformation.

This research seeks to dive deeper into factors that enable a new entrepreneur's business to grow three times greater than the businesses of his parent's generation. The main concentration will be on core marketing principles particularly customer needs, besides understanding the target market's variable demands and preferences, but also focusing on the business strategy on product and service offerings accordingly. Marketing's role in coordinating and enabling such growth will be thoroughly examined. In addition, this study recognizes the critical importance of employee well-being in this transformative context. Employee well-being and satisfaction are critical not only for driving productivity but also for ensuring long-term growth sustainability. As a result, the research will investigate the various aspects of a positive work environment using a relationship-oriented approach. The strategies, practices, and challenges associated with this relational aspect will be thoroughly examined.

KEY WORDS: Family business/ Needs/ Relationship-oriented/ Sense of ownership/
Entrepreneur

22 pages

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CHAPTER I INTRODUCTION

A family business can contribute to the economic growth of that particular country (Tunkoon, 2023). It can be defined as an enterprise where family members play an important role in management to influence the company's culture, values, and strategic direction (Allioui, 2023). Therefore, family members regularly hold ownership and authority in these types of businesses that influence company direction. Previous generations are cautious and concerned about the potential risks related to the transition of leadership to the next generation. As a result, they carefully observe the management style that the new generation adopts during their primary period of leadership in order to avoid destroying what they have built for decades. The next generation may feel motivated to change and innovate, even if traditional methods have proven successful. They may face a challenge from the previous generation and must demonstrate their ability to successfully manage the business in their own way.

Some family businesses retain their identity after changing generations, but others change along with the next generation which makes stakeholders concerned about change. Whether it is a family business or not, changing a management team requires careful consideration of the company's operations because it will have an impact on stakeholders. Tunkoon (2023) mentioned that Customers, employees, and family members, who are three critical stakeholders, will focus on trust and reliability whenever there is a change in the market environment or within the company in terms of management or demography. He also emphasized that if the top management team cannot build trust among employees, it will be difficult to build trust with customers. Consequently, the next generation of leaders is under pressure to demonstrate their abilities so that they will do their best to bring pride to their families and themselves through their achievements.

Family businesses have a strong and associated relationship with their personal and professional characteristics, which allows them to influence decision-making indirectly. It is frequently encountered difficulties as they access the overlapping of both fields when family members cross their roles as a family to the business field. The level of family ownership within the company raises risk aversion and influences strategic decisions (Ray et al., 2018). A family business may face a unique challenge when previous generations indirectly influence decision-making even though they are not official stakeholders. This indirect impact is deeply encoded and difficult to eliminate completely. Hence, it is common for the new generation to strike a balance between preserving family heritage and encouraging new innovations to be implemented for the company in order to properly support the prosperity of the business.

The new generation of a family business must be able to demonstrate their ability to overcome unexpected and uncontrollable circumstances while leveraging the company's unique strengths to overcome challenges. Firms are expected to be resilient

with a high ability to adapt and recover from unexpected events that threaten their position in the marketplace (Czakov et al., 2022). The next generation of business leaders must demonstrate their ability to make strategic decisions to gain the trust of stakeholders and remain unconcerned while in charge of management positions. It ensures that the family business can foster and transition smoothly.

In Thailand, Manufacturing is the main industry contributing to the wealth of the country since it is a significant role in driving economic growth. Machine investment is necessary for factories to produce goods for the automobile, electronics, consumer goods, food industries and etcetera. Investments in machinery become essential since factories' nature need to continue to improve in order to maximize their production to meet the demands of a competitive market. The factory management team can consider investment based on a variety of machine sizes, costs, or desirable features in order to implement innovation in their plant for improving productivity, decreasing production costs, and maintaining customer satisfaction.

The case studies provided are sourced from a Packing Machines Manufacturer and Distributor in Bangkok, Thailand. They provide manufacturing industries with Automatic, Bottle, Corton, inspection sealing packing machines, and so on. Furthermore, in order to compete in the packing field, they expand the market by beginning to produce their own packing materials with customized text, color, and size to assist customers in future marketing activities. The company's backbone is to assist manufacturing industries in effectively expanding in order to create more opportunities for packing industry growth at the same time, so they began to focus on what industries require and what features assist workers in working effectively without unnecessary fatigue that can affect customers in the long term. Everything appears to be fine because the owners are successful and can provide an international education for their children as well as employee satisfaction, but the company's new journey has begun because the new generation has taken over management and has the authority to make decisions in the company.

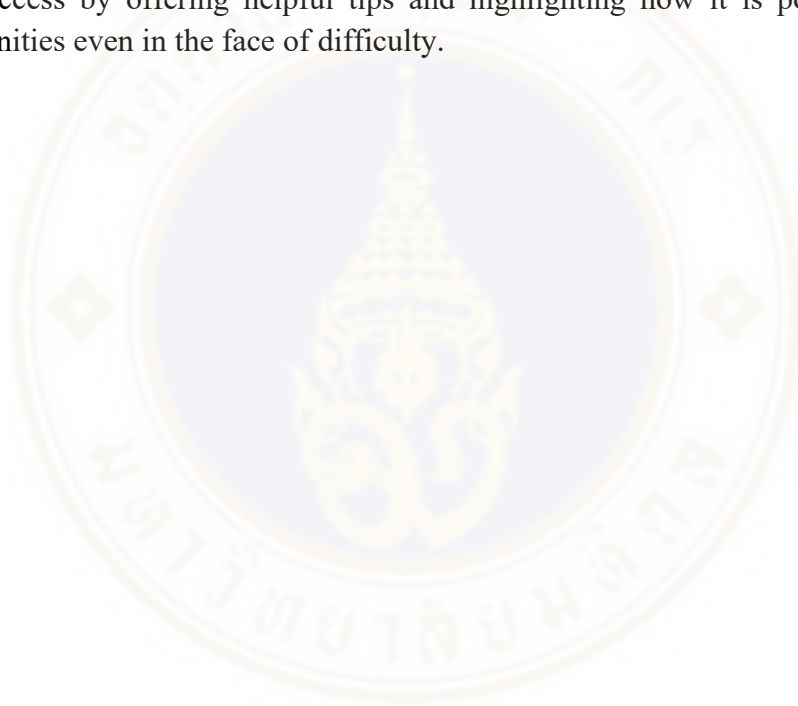
Research Objectives

The purpose of the research is to investigate the factors that influence the new generation to take over the family business smoothly and manage limited resources from the family business heritage by tripling the company's gross profit and expanding its business. The writer aims to explore by using qualitative methods to gather insight information of how he built trust from stakeholders and made strategic decisions while facing unexpected situations and challenges to become a successful entrepreneur.

Expected benefits

The researcher is expected to provide guidance to aspiring entrepreneurs to handle the challenges that may encounter in managing a family business and demonstrate the potential for flexible management and creating opportunities in the face of obstacles. Moreover, the writer aims to show how entrepreneurs may respond to unpredictable circumstances, encourage innovation, and take possibilities for the growth of the company. Olugbola, S.A. (2017) Youth entrepreneurial readiness is determined by their ability to explore and take advantage of various environmental opportunities based on their resources and motivation to achieve.

This study aims to provide young business owners with the necessary information they need to run their companies successfully and plan their way for long-term success by offering helpful tips and highlighting how it is possible to create opportunities even in the face of difficulty.



CHAPTER II

LITERATURE REVIEW

2.1 Needs

Nowadays, most literature agrees that hedonism and utilitarianism are different but related to each other in terms of both should be considered in order to gain a complete understanding of consumers' spending preferences (Amatulli et al., 2019). It is helpful to understand the motivations behind customer decisions making to purchase products and services, which are commonly found in the purchasing behavior theme. Kousi et al. (2023) believed that consumer happiness is generated by hedonic and utilitarian purchases in different ways.

2.1.1 Hedonic Needs

Hedonic Needs are associated with an emotion that is appreciated in themselves with an identified goal (Scarpi, 2020). Joshanloo and Jarden (2016) revealed that hedonistic elements in an individual's lifestyle are associated with perceived happiness on their own. People who are hedonically motivated are looking for happiness, enjoyment, and emotional fulfillment from products or experiences as their emotions are more likely to guide their decision-making process. To fulfill hedonic needs, specific strategies that influence a positive experience are required in order to enhance positive experiences over time (Jacobs Bao and Lyubomirsky, 2015). Businesses need to implement a creative strategy to impress customers and increase their level of satisfaction in order to foster customer loyalty and encourage repeat purchases. Customers are more likely to recall what the business provides if they have a positive experience. Kousi et al. (2023) mentioned that purchasing hedonic material will provide similar levels of happiness as hedonic experiential in perception and it will provide higher levels of happiness than utilitarian experiences. Hedonic consumers are those who seek pleasure, enjoyment, and psychological fulfillment through their purchasing decisions.

2.1.2 Utilitarian Needs

Utilitarian benefits can be defined as functional and essential benefits that are valued by the consumer to the point where they enable them to achieve their goal (Reid et al., 2015). The majority of businesses provide practical solutions to customers in order to stimulate utilitarian needs in terms of function and the benefit of their offerings can significantly influence consumer decision-making and provide customers with satisfaction in terms of utility. Baltas et. al (2017) explored that consumers want a wider range of utilitarian products but this variety must be reflected in practical features. It is essential for businesses to ensure that they meet customer expectations on functional needs and effectively fulfill their individual preferences and demands. within their particular area. Consumers who purchase for utilitarian purposes prefer products or services that they can use in their daily lives or for a long time that provide enough benefit for their value. Yildirim, S. and Kaplan B (2018) mentioned that utilitarian consumers place greater emphasis on the value they receive from their purchases and focus on the products or services that are beneficial in terms of long-term usefulness and utility in their daily lives.

2.2 Visionary of Leader

Leadership required the participation of many people in order to complete the goal and organizations require a leader with a long-term vision and the ability to motivate their subordinates. Kearney et al. (2019) agreed that emphasizing the vision's content can motivate followers and reinforce vision communication. The leader must have a clear vision to lead the organization. Mukti (2018) mentioned that visionary leadership is the ability of a leader to express a clear vision in creative and innovative ways. Additionally, Hambali et al. (2023) disclosed that the leader is ambitious and foresighted about what the company will achieve and they notice the interesting factors that the company would like to involve in order to lead the company in the desired direction. He shared that a step for creating visionary leadership is vision creation, vision formulation, vision transformation, and vision implementation. The leader is ready for taking risks, sharing knowledge with employees and enjoying experimenting within their organizations. Furthermore, this type of leader will assist subordinates in learning by encouraging the development of creativity. Maran et al. (2022) believed that this type of owner allows subordinates to feel free to go the extra mile to build what they believe is individual success and appears willing to contribute to the organization's success by taking responsibility.

2.3 Relationship-Oriented Behavior

The Relationship oriented focus on how leaders are able to enhance a positive work environment by building good relationships between leaders and subordinates. Wei (2022) mentioned that This study can be separated into two types which are job leadership and product orientation. Therefore, leaders who adopt this theory tend to value human resources more than company productivity. It assists leaders to build strong teams with open communication to achieve significant goals. Moreover, Michigan leadership studies explored that the organization that has to closely monitor productivity has less outstanding in terms of job satisfaction of workers. Aside from leadership style, leaders who apply this leadership style are aware of their behavior because it is a sensitive factor for others. They prefer appropriate behavior at appropriate times to avoid negative consequences and conflicts. As a result, this relation-oriented approach is useful for an organization that believes in developing human capital to strengthen company in-house performance with a positive work environment to achieve the desired outcomes.

2.4 Maslow's Hierarchy of Needs

2.4.1 Physiological Needs

People are working on how to meet their basic needs before moving on to their next needs (Maslow, 1943). It refers to the basic needs of the human body in order to survive, which are food, drink, clothing, and sleep (McLeod, 2023). Moreover, The human body cannot work properly unless these demands are met. Khaoula et.al (2022) examined the hierarchy and discovered that filling physiological requirements is strongly associated with happiness. If this stage is not completed, it is difficult to find the motivation to move further. Physiological requirements are essential for staying alive. It is related to essential factors that support human survival and well-being as well as depends on individual living standards.

2.4.2 Safety and Security Needs

When physical needs are met, humans have no inspiration to pursue the same thing all over again, so they move on to the next need, which is safety and security. This need can be fulfilled by family and society because each person has unique needs based on their family and societal environment. Crandall et al. (2020) explored that undesirable surroundings are related to depression. Moreover, a lack of mental and physical security has been associated with depression as well. Safety is an individual emotion that represents feeling safe and secure enough in individual well-being to allow the next need to occur. Safety can also occur as a consequence of the environment and the social environment. If a person has a negative experience with strong social interaction, it can be challenging or likely to take time to develop a safe feeling. Social and environmental factors have significance in aiding people to feel safe. If a person is familiar enough with the environment, they will have confidence and perceive that they can control things, which is one of the aspects that allow a person to feel safe because they have the authority to control.

2.4.3 Love and Belonging Needs

Maslow's middle stage can be defined as an individual's hunger to be accepted by the social group with which they are surrounded. It can begin with the first and closest social group, which is family. Mcleod (2023) According to a positive relationship, this needs stage is a symbol of belonging and acceptance by a group of people. This includes romantic relationships for the purpose of beginning a family. For example, a parent and their child's relationship can be strengthened through activities and communication. They are able to communicate during family meals in order to build strong relationships among family members that allow them to feel accepted by the family as well as a long-term reduction in depression (Crandall, 2020). Young life is the foundation of physical needs. If a young person experiences social or environmental distinct ways, it may cause issues with mental health and lead to depression. Many studies have found that love and belonging needs are especially associated with belonging within the family, which can be reflected in teenage moments. Moreover, it can be defined in the professional field. For instance, organizations, groups, teamwork, and clubs (Smith and Sweet, 2021). As a result, potentially completing love and belonging is critical to serve as a foundation for the healthy self-esteem stage.

2.4.4 Self-Esteem Needs

Following a proper environment of love and belonging, the next need that people seek to compete in order to be visible in society by distinct recognition is the esteem stage. Smith and Sweet (2021) esteem needs are often expressed by the need for recognition, respect, and status through others, especially friends and family. It is frequently discovered when a person works hard to improve themselves in order to succeed in their careers or achieve a specific goal. For instance, People who intend to work hard for promotion in order to be recognized as a successful person, or who purchase a car to represent a successful person's lifestyle. Self-esteem is a tool for evaluating a person and gaining confidence, which allows people to pursue what they desire with a positive attitude (Ali Shah, 2021). It is people's broad awareness of their own worth that has a direct relationship with well-being and happiness, which can occur in both personal and professional life. Maslow (1970) Maslow separates esteem needs into two categories. One aspect is gained from the perception of others, while the other is gained from oneself. He suggests that people require esteem from both perspectives, but that esteem from the other perspective is more important and capable of driving effectively than the inner self-respect aspect. However, He emphasized that healthy self-esteem develops from within the individual rather than from the opinions of others.

2.4.5 Self-Actualization Needs

Self-actualization can occur only if a person gets respected by others. It is a stage to reach an individual's high potential as it is the top of the pyramid. Smith and Sweet (2021) The individual can be actively involved in improving themselves while also remaining focused on resolving all challenges. The actualization stage is the top of the needs of this theory. Maslow identifies this stage of needs as the need for a person who wants to become the best person that they can be. As an example, There are numerous paths to reach self-actualization. Some people may be encouraged by their hunger to be the best in their field and invest time and money to reach it. Some people achieve it by adopting a new mindset in life. It represents how well they are aware and how they are able to enhance their ability to be a better person.

CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Approach and Design

This research has captured useful information from in-depth interviews with a person who has qualifications and has played a critical role in the successful management of a family business during a generational transition and uncontrollable obstacles. The insights interview will be examined to offer useful findings and recommendations to provide practical guidance and insights for the next generation of family businesses for taking over and successfully managing the business. The writer aims to conduct only potential positions that play essential roles to support company growth which are a new entrepreneur, logistic manager and sales executive position. Moreover, the interview is conducted both inside and outside the company to create a comfortable and relaxed atmosphere in order to encourage open conversation.

3.2 Data Collection

The first-person Mr. V is a new entrepreneur who needs to demonstrate their potential through the company's performance. He frequently visited the company since he was young and has gradually absorbed the nature of the company. He has been in this position for 9 years and has been an authorized person to manage the company's performance together with taking care of the employees' well-being.

Interview date: 10th June 2023

Location: The Coffee Club Riverside Plaza Branch

Duration: 45 Minutes

Time: 14:00-14:45

The second person Mr. P is the Logistics Manager who has been working closely with the new entrepreneur for 7 years. His responsibilities include managing and optimizing the company's logistics operations through coordination, transportation and distribution. He also contributes significantly to the company's growth and success by offering his expertise and years of experience with the new entrepreneur.

Interview date: 9th June 2023

Location: The Packing Machinery Company

Duration: 30 Minutes

Time: 13:30-14:00

The last person Mr. A is a Sales Executive who mainly works in a high-pressure environment to reach sales targets in each quarter together with collaborating with other departments including the marketing team. He has been working there for 12 years to increase market share and maintain good relationships with customers.

Interview date: 9th June 2023

Location: The Packing Machinery Company

Duration: 35 Minutes

Time: 10:30-11:05

3.3 Interview Questions:

The interview was conducted in a relaxed environment to allow interviewees to feel comfortable and willing to share their perspectives. The question was written in an open-ended format so that interviewees could freely share details and opinions. Potential interviewees would be asked a different set of questions based on their own responsibilities. Part A of the question is for breaking the ice and creating a warm and relaxing atmosphere. After that, the interviewer will move on to the next question. Since the interview was designed to gather as much information and understand the interviewees' points of view as possible. It was always developing during the process, as it was based on interviewee responses to gain each distinct experience.

Table 3.1 List of Questions

Position	Questions
General Questions (Part A)	Could you tell me something about yourself? How long have you been working here? Could you tell me briefly about your duty?
A new entrepreneur (Part B)	What is your proudest achievement since starting here? Could you tell me about the challenges of working here? How is this transition period going? What distinguishes your company from others? What do you think your customers think of the company? Aside from your product, what will customers gain from purchasing it? How customers are aware of the company and how it is visible in the market for them? Do customers make repeat purchases? What do you want to improve in the near future? How do high product prices influence customer purchasing behavior?

Table 3.1 List of Questions (Cont.)

Position	Questions
Logistics Manager, Sales Executive (Part C)	How do you feel about the transition period going? How do you feel about the company? What impressed you the most about this workplace? What are you frustrated about in this workplace? What do you think about your career path?



CHAPTER IV

FINDINGS ANALYSIS

This chapter was constructed by analyzing individual interview results from potential customers in two different locations in order to obtain inside information. Therefore, interviewing potential employees will be placed separately from interviewing the owner. The writer conducted the interview in an informal atmosphere and intends to keep the company owner's interviewing process confidential in order to obtain an honest response free of bias and lack of courage.

Story of potential interviewees

4.1 A new entrepreneur

As the oldest child of a Chinese family, a new entrepreneur or Mr. V has been raised by the necessity of taking care of his family, including his family business. He had been taken to the office frequently since he was young. Additionally, his parents frequently took him to China to observe upstream business, so he was familiar with the Chinese language and culture. He gradually absorbs the working environment and how his parents manage work and people. As a result, He is highly conscious of his responsibility to ensure the welfare of employees and family members.

The next entrepreneur or Mr. V worked hard to improve his abilities and readiness for this position. He started with a rigorous educational path by earning a Bachelor of General Management in Thailand. Afterward, He enrolls in a Master's program in International Logistics Management in England to enhance his knowledge in this field.

He continues his education by pursuing a Master's in Law in Thailand in order to soak up legal knowledge and ensure that the company grows safely and is fully prepared for the complex requirements of business management. He has a strong commitment to take over the business and make it successful in his generation, so he continues to develop skills and knowledge to be ready for obstacles and to make the business successful in order to secure and enhance the wealth of his family and employees. Olugbola (2017) mentioned that If entrepreneurs are trained to have potential skills, stakeholders will expect them to succeed in growing the business.

4.2 Logistics Manager

A logistics manager or Mr. P with three years of experience in international logistics of the food and beverage industries before joining the company in this new entrepreneurial generation. He applies his knowledge and initiative to solve a problem that arises at work on a daily basis which demonstrates his dedication to and responsibility in this field.

He admits that dealing with unpredictable problems while having limited resources can make working in logistics stressful in some situations. Particularly in covid-19, which presented many challenges. This position requires adaptability and initiative in order to deal with unexpected situations.

4.3 Sales Executive

A sales executive or Mr. A with strong industry knowledge who has experienced the transformations of two generations. He acknowledged that change had occurred and that adjusting to a new workplace with a young, energetic leader would be difficult. In a sales position, achieving the monthly sales target is highly challenging. Even though the business is doing well with regular customers, A new boss immediately contributes to the tension by focusing on getting new customers in order to expand the business by offering higher incentives.

4.4 Customer-Focused

The company's new owner adopts a customer-focused strategy in order to position the company as a trustworthy partner for its clients. He expands his business to SMEs and medium size clients since more than 70% are regular customers in large factories. He delighted in assisting customers by providing machinery that can be customized to their specific needs in each industry.

Mr. V *“We offer customized services to customers who have specific needs and most SME customers require that requirement at a reasonable price, which we can adapt some part of the machine to serve.”*

Mr. A *“Customers can participate in the design machine based on their needs and budget. If they require specific features, we can assist them by selecting an appropriate machine part for the job.”*

Analysis: The owner understands the customers' point of view by putting himself in their shoes together with machine expertise. They provide machines that are difficult to find elsewhere in order to close the market gap with company advantages.

The owner is aware of how important it is for food factories to use fresh ingredients. He established a small branch in a province that requires high-performance machinery to ensure that if a problem with his machine occurs, his team will arrive as soon as possible.

Mr. V *“We invested in resources there to make sure that our staff can arrive within three hours because there are so many fresh ingredients there so that customers don't have to worry. For others who want to use our services that is fine, but they have a queue to wait”*

Analysis: The owner adds value to services so that customers are able to experience dependability and security. Moreover, through these special services, he created Hedonic needs for non-customers, which allows them to easily become his customers.

4.5 Building Relationships

Even though the company provides delivery services in some provinces, customers prefer to visit the company branch to purchase small equipment. This unusual situation will become more common as a result of the positive relationships and satisfaction developed between the company and its clients in that province.

Mr. V *“We would like to improve our customer relationships more broadly, and I think we have achieved in one province.”*

Mr. A *“Aww that branch is like a neighbor's house. It is quite funny why customers come to knock on the door by themselves to buy a rope or other small things even though we have delivery service for urgent cases.”*

Analysis: Building strong relationships with our valued customers by making it easy and convenient for them to visit our branch. It also automatically creates a good environment and relationship with customers by giving them a feeling that they are dropping by their friends' houses.

4.6 Relationship-Oriented Behavior

The owner demonstrates empathy for their employees along with a focus on client satisfaction. He seems to have a natural ability to understand the needs and difficulties of their employees. Employees are aware of the owner's generosity and willingness to help them through difficult times.

Mr. P *“I heard from someone that he sometimes pays the tuition for staff members' children who have financial problems.”*

Mr. A *“He seems to be unwelcome, probably because of his responsibilities, but he is not too cruel in person.”*

Analysis: The owner has an intense bond with the company because he has visited there as a family activity since he was a child. He sees the company to be his

second home, and his employees to be family members for whom he is responsible. He was familiar with employees and willing to help them overcome difficulties. It allows employees to feel safe and secure which leads to dedication to their work and enhances the company atmosphere.

4.7 Supporter

World Bank Group (2021) pointing that value chains have declined since the Covid pandemic crisis. Costa (2022) mentioned that the Covid-19 pandemic has caused a significant impact on some businesses, particularly family businesses, and has experienced a bigger impact than the 2008 financial crisis. The Covid-19 pandemic terrified many people because it was a new pandemic and the medical team did not know how to handle it at the time. Many people try to avoid and prevent it as much as they can. Therefore, many entrepreneurs see opportunities in the field of medical equipment manufacture, including things such as medical gloves and alcohol sprays, with the goal of optimizing their production capacity and meeting the rising market demand. On the other hand, these opportunities create challenges for the company because many factories require it urgently. The owner realizes the possibilities and contracts the machine manufacturing factory ahead of time, as well as allows his subordinate to restructure the logistics routine. Miller et al (2021) family businesses all over the world quickly reorganized to deal with an uncontrollable pandemic crisis. It enables entrepreneurs to demonstrate their organization's flexibility, creativity, innovation, and empathy by adjusting their strategies to deal with the new market situation.

Mr. V *“It is quite challenging at that time because of high customer demands and they require short delivery dates, so we list out all of the boat and air freight to combine together, reducing lead time from 10 to 5 days.”*

Mr. P *“The owner sits with me and my team to find out all of the freight and call them directly through the phone. His strong Chinese and English help a lot. We probably called over a hundred freight at that time.”*

Analysis: In an uncontrollable circumstance, even though the owner is knowledgeable in this field, he chooses to trust his subordinate. In this case, he gave authority to the logistics manager, who has extensive knowledge in this field, to make a decision based on his expertise to modify the logistic routine in order to deliver machines to clients on time. Additionally, the owner encourages and supports his employees by using his advantage, which is proficiency in both Chinese and English. These allow his subordinate to feel valuable and important to the company. It leads them to go the extra mile and keep developing their skills in order to maintain and enhance their expertise which benefits the company.

4.8 Visionary of Fighter

Other production lines have been disrupted in addition to the machinery by COVID-19 as well. Plastic played a crucial role in the production of ropes because the company's operations included the entire packing cycle. The company basically obtained garbage as raw materials from the hotel industry, which was a valuable resource. However, the availability of materials for making rope was seriously impacted by the closure of hotels as a result of travel limitations and government regulations.

Mr. V *“Most of the hotels are closed. At that time, we didn't have any raw materials to make rope and it seems like it will take a while for the hotel to return to normal operations. We have a mechanical advantage, so I decided to build a small factory to produce that raw material.”*

Analysis: The owner has the ability to deal with unexpected situations while discovering possibilities in problems. He wants to keep his position as a customer's friend by providing everything that consumers require as a one-stop service. He extends his operations upstream in order to strengthen the company's advantage, which leads to better quality control and cost savings in the long run.

The company faced new challenges resulting from suppliers from China selling the machinery independently. They had a booth at the same events as the company. Obviously, the company cannot gain advantages in terms of capital over the suppliers. However, the owner refused to give up. He operates his best to maintain his market share and visibility in the market.

Mr. V *“The market is currently highly competitive. and Chinese manufacturers are entering the Thai market directly rather than through intermediaries. At this time, I offer more incentives to motivate the sales team to find new customers and maintain relationships with regular customers.”*

Mr. A *“Higher incentives attract us as salespeople, though it is difficult to sell because there are so many competitors in the market.”*

Analysis: The owner is well aware of current market circumstances and analyzes strong competitors in order to remain competitive and visible in the market. Employees feel secure working with him, which encourages them to attempt new approaches and go the extra mile to boost sales. The company has disadvantages in terms of finances when compared to supplier companies. However, the owner understands the market and his consumers well which allows the company to be outstanding in the market.

CHAPTER V

CONCLUSION AND LIMITATION

Allioui (2023) There are many reasons why family businesses did not succeed, such as a lack of ability to deal with competitors and a conflict between authorized persons and power. Additionally, more than 60% of family businesses fail under the same management team of family members. It will be a nightmare for the next generation of family businesses if they fail in their current operations. The qualitative method provides elements that make it possible for the new entrepreneur to successfully manage the company in comparison to other family businesses that have failed or collapsed. Both controllable and uncontrollable factors reflect the new entrepreneur's vision and decision-making strategy that he applies to expand the business in various aspects. The new entrepreneur demonstrates a flexible approach both within and outside the company in order to leverage company performance and capture market opportunities. He applies creativity to meet his customers' needs, which leads to the organization's consistent growth.

It is obvious that successful family business management does not happen by nurturing through the business environment and traditionally passing on management experience through generations. The entrepreneur must invest time and resources to maximize their strength in order to reach their full potential as the level of readiness for handling this position. When the challenges arrive, the person with the highest level of readiness will easily overcome them. The leader must have a clear vision and share their passion with stakeholders to understand the same thing. It can be a source of energy that encourages the company forward and guides stakeholder behavior and decision-making in accordance with the business's objectives. As long as the company keeps up with market trends and circumstances, it will outperform its competitors.

Understanding customer needs is a fundamental part of marketing. This study examines the effective stimulation of both hedonic and utilitarian needs, which have been demonstrated to be effective in providing customer preferences. The entrepreneur understands the customers' perspectives well enough to decide to bring in both hedonic and utilitarian needs while expanding the business. Utilitarian needs were developed to meet the specific needs of customers who were concerned about functionality and value for money. On the other hand, hedonic needs are concerned with social factors that lead to emotional satisfaction rather than functional benefit. These needs are critical to apply and manage company strategies in order to design communication messages and channels for approaching target customers.

In addition, the new entrepreneur also focused on in hand resources. He emphasized the workplace atmosphere to enhance human resources. Maslow's Hierarchy of Needs is a standard for serving personal needs in human resource management for all industries. The study demonstrated how the new entrepreneurs fulfill stakeholders needs. since he provides customers a sense of security for customers when they use his products and services which lead to the stage of belonging in their social and workplace. His products can fulfill the middle level of needs and allow customers to step further more quickly and the ability to manage company tasks to overcome obstacles. The new entrepreneur also enhances the work environment that makes employees feel secure and allows them to be recognized for their expertise. As he is able to meet the needs of both customers and employees, he is able to build strong relationships and loyalty, which drive company success.

This research found that to be a successful entrepreneur requires a variety of strategies. The particular focus on particular aspects such as customers, products, or employees is insufficient. For example, they are unable to focus solely on which product to launch right now, how to exceed customers' expectations, or how to improve employee well-being. Entrepreneurs must consider the perspectives of all stakeholders at the same time and demonstrate their ability to effectively steer the company toward prosperity and effective management.

Limitation

It is critical to consider the perspectives of various stakeholders in order to get an in-depth understanding of the research topic. However, due to the nature of the company, this research encountered a limitation in directly interviewing customers. Many customers requested the company to sign non-disclosure agreements (MOU) that would prevent their information from being disclosed. As a result, conducting direct customer interviews was not possible. In order to work with this limitation, the researcher decides to ask indirect questions to gain insight into the customers' perspectives from interviewees which these indirect questions were developed from the answers of interviewees. Furthermore, the researcher tried to gather additional information and evidence about customer opinions via online platforms. However, the available evidence found online was not clear or reliable enough to examine customers' perspectives.

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