

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT  
A THAI SHIPPING INDUSTRY**



**SAWAPORN CHOOCHERDWATTANASAK**

**A THEMATIC PAPER SUBMITTED IN PARTIAL  
FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF MANAGEMENT  
COLLEGE OF MANAGEMENT  
MAHIDOL UNIVERSITY  
2014**

**COPYRIGHT OF MAHIDOL UNIVERSITY**

Thematic paper  
entitled  
**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT  
A THAI SHIPPING INDUSTRY**

was submitted to the College of Management, Mahidol University  
for the degree of Master of Management  
on  
January 4, 2014



.....  
Miss Sawaporn Choocherdwattanasak  
Candidate

.....  
Assoc. Prof. Sooksan Kantabutra,  
Ph.D.  
Advisor

.....  
Asst. Prof. Vichita Ractham,  
Ph.D.  
Committee member

.....  
Assoc. Prof. Annop Tanlamai,  
Ph.D.  
Dean  
College of Management  
Mahidol University

.....  
Asst. Prof. Brian Hunt,  
Ph.D.  
Committee member



## ACKNOWLEDGEMENTS

I would like to thank the CEO and all employees at Billion Logistics Co., Ltd. who participated in this study and cooperated with the study process. They gave me useful information to support me do this study. They also encourage and help me throughout the study. Without their kindness, this paper would not be smoothly complete.

I also would like to express my deepest gratitude to my advisor, Assoc. Prof. Sooksan Kantabutra, who gave useful advice and be guidance and encouragement of this paper since the beginning until its success. I have furthermore to thank my program coordinator, Chomporn Pattarapornpong, for all of assistance and encouragement.

Likewise, thank you to all of my CMMU lectures for providing me knowledge and sharing the real experiences in business.

Finally, I am gratefully thank you to my father, my mother, my aunt, and my uncle who always loves me and helps me for everything in this study. They always stayed beside me through all my hard time and never let me down. Without their best wishes, my graduation would not be accomplished. And the last thanks a million to my brother and my friends for their assist and encouragement.

Sawaporn Choocherdwattanasak

**SUSTAINABLE LEADERSHIP: HONEYBEE PRACTICES AT A THAI SHIPPING INDUSTRY**

SAWAPORN CHOOCHERDWATTANASAK 5549248

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. SOOKSAN KANTABUTRA, Ph.D., ASSOC. PROF. VICHITA RACTHAM, Ph.D., ASSOC. PROF. BRIAN HUNT, Ph.D.

**ABSTRACT**

This paper adopts Avery and Bergsteiner's 23 sustainable leadership practices derived from sustainable organizations as a framework to examine the leadership practices of a Thai shipping industry.

Avery and Bergsteiner's principles were grouped into six categories for analysis: long-term perspective, staff development, organizational culture, innovation, social responsibility, and ethical behavior, providing the framework for analysis of the shipping industry. Using a case study approach, multi-data collection methods included non-participant observation during visit the Thai shipping industry. In-depth interviews were held with multi stakeholders and reference to documentation and information supplied by, or published about the Thai shipping industry. Evidence was found for compliance with 21 of Avery and Bergsteiner's 23 sustainable leadership elements, but to various degrees. A total of 14 applied strongly evident, with six others moderately evident.

The paper concludes that Avery and Bergsteiner's 23 sustainable leadership practices provide a useful framework applicable to Thai shipping industry to evaluate their corporate sustainability. Thai shipping industry and possibly in other Asian countries that wish to sustain their organization success could adopt Avery and Bergsteiner's 23 sustainable leadership grid elements to investigate their leadership practices, and adjust them to become more sustainable.

**KEY WORDS:** SHIPPING INDUSTRY / CORPORATE SUSTAINABILITY / HONEYBEE LEADERSHIP / SUSTAINABLE LEADERSHIP / THAILAND

## CONTENTS

	<b>Page</b>
<b>ACKNOWLEDGEMENTS</b>	<b>ii</b>
<b>ABSTRACT</b>	<b>iii</b>
<b>LIST OF TABLES</b>	<b>v</b>
<b>CHAPTER I INTRODUCTION</b>	<b>1</b>
<b>CHAPTER II LITERATURE REVIEW</b>	<b>2</b>
<b>CHAPTER III METHODOLOGY</b>	<b>20</b>
<b>CHAPTER IV FINDINGS</b>	<b>28</b>
<b>CHAPTER V DISCUSSION AND RECOMMENDATION</b>	<b>42</b>
5.1 Long-term perspective	42
5.2 Staff development	42
5.3 Organizational culture	43
5.4 Innovation	43
5.5 Social responsibility	44
5.6 Ethical behavior	44
<b>REFERENCES</b>	<b>47</b>
<b>BIOGRAPHY</b>	<b>49</b>

## LIST OF TABLES

Table	Page
2.1 Honeybee Leadership Framework	5
3.1 List of Questions	22
3.2 Analysis Table	26
4.1 Findings	29



## **CHAPTER I INTRODUCTION**

Nowadays, corporate sustainability is one of important issue for corporate leaders and scholars to be discussed but it has been rarely examined in Thai context.

This study adopted the concept of Avery and Bergsteiner in sustainable leadership due to the relevant studies of corporate sustainability in Thailand. The study aims to investigate business practice of Billion Logistics to identify the suitability between sustainable leadership practices and those of the case company.

Billion Logistics Co., Ltd is an International freight forwarding company. The company's truly intermodal character offering Air Freight, LCL, FCL Ocean Freight services together with cross border transportation which is specialized in providing "one-stop-service" for all international logistics need. Through the partnerships with established international freight forwarding agents, they are able to negotiate competitive import and export pricing for the rates of both sea & air shipments while consistently providing reliable and efficient services. The well trained and knowledgeable staffs ensure that each of the shipments is transported safely with correct documentation. The staffs are also ready and able to assist the importing/exporting community with Customs brokerage and clearance.

To find out the suitability, Literature reviews of Sustainable leadership are illustrated in Chapter II. Then the methodology used to examine the Sustainable leadership concept is described in Chapter III together with data collection technique and data analysis, while findings are described in Chapter IV followed by the discussion of findings, practical recommendations for the case company in order to maximize its prospect of corporate sustainability.



## CHAPTER II LITERATURE REVIEW

In the past, when the entrepreneurs decided to start up the business, they would emphasize on making a lot of profits. The primary goal of them is to gain more profits and maximize shareholder value (Avery and Bergsteiner, 2011). It is like the prevailing Anglo/US business model that promotes shareholder value in short term even if it does not lead to sustained business success.

Recently, many firms are failures due to short term profits (Kantabutra and Saratun, 2013; Kantabutra and Avery, 2013) so the entrepreneurs change the way to do the business by emphasize on encourage long term thinking, investing, and planning (Aras and Crowther, 2008). The entrepreneurs try to find out the ways to make the business sustain in long term. To be sustain the organizations should considering other stakeholders, and generate economic value by creating societal value more than profits and shareholder value. And now, they are more seeking in corporate sustainability to support their organizations.

Corporate sustainability is becoming increasingly significant for business leaders (Wong and Avery, 2009). It is the guidelines for conduct the business which is aimed to create the value for all stakeholders both inside and outside the organization in long term. It is conduct through the business strategy of corporate governance with caring of environment, culture, and society surrounding the communities. These economic activities can meet to the needs of current generation without adversely affect the lives of the next generation.

Numerous scholars around the world (e.g. Avery, 2005; Avery and Bergsteiner, 2010; Kantabutra, 2006; Piboolsravut, 2004; Wilson, 2003) are seeking a practical approach to organization sustainability. There are five approaches for the organizations to practice to ensure corporate sustainability; Triple Bottom Line, Human Capitalism, Sufficiency Economy Philosophy, Rhineland, and Honeybee leadership. Each approach has the different details to practice which will explain each approach as the following;

Triple Bottom Line is creating balancing of three aspects: Economic, Social, and Environment. It focuses on corporations not just on the economic value they add, but also on the environmental and social value they add and destroy. It is used as a framework for measuring and reporting corporate performance against economic, social, and environmental parameters (Archawanuntakun, 2009).

Human Capitalism is enhancing the potential of human by giving the knowledge and training to all employees. The concept is focused on the business that is fair to employees and local communities. It is not exploit or cause harm to employees and the community in the meanwhile it must make a profit to all shareholder (Wanpaisarn, 2006).

Sufficiency Economy Philosophy (SEP) focuses on human development, starting with the right mindset. SEP can be the way of life of an organization, whose own particular view of the world should be moderate, based on reason, with a thorough understanding of causes and effects; it will prepare for changes by creating self-immunity through practicing morality and utilizing knowledge prudently. To foster this type of behavior, the SEP approach focuses on shaping the mindset of employees and management; the mindset then become the basis for their way of thinking and their actions (Isarangkun Na Ayuthaya and Piboolsravut and Kantabutra and Saratun and Rungruang, 2012)

Rhineland Leadership is the approach that promotes corporate sustainability (Albert, 1992). It focuses on the long term sustainability of an enterprise and its relationship with many interest groups, not just with shareholders (Albert, 1993). It demands environmental, ethical, and social responsibility from business enterprises. The research evidence shows that the Rhineland model is associated with better long term performance than business-as-usual, at least in the developed world (Avery and Bergsteiner, 2010). Rhineland principles also supports a firm's brand and reputation, enhances financial performance and long term investor returns, and addresses a wide range of stakeholder interests.

“Rhineland leadership” has 19 grid elements to practice identified by Avery. This approach is first using with a major study of 13 European firms and then tested the model in another 15 enterprises from all over the developed world. The

result is Rhineland enterprises are more sustainable than firms run on Anglo/US principles (Albert, 1992, 1993; Avery, 2005; Avery and Bergsteiner, 2010).

Later, Avery and Bergsteiner (2010, 2011) expanded the list of practice from 19 to 23 grid elements as introduced the concept of “Honeybee leadership”. It refers to a resilient and humanistic approach to corporate sustainability that builds on the sustainable Rhineland leadership practices. Honeybee leadership is practice in form of pyramid which divided into 3 groups: foundation practices, higher-level practices, and key performance drivers, then come up with performance outcome which lead to sustainable organization.

As many researches showed that “Rhineland approach” and “Honeybee approach” are useful to lead the enterprises sustain in long term prosperity. Under this model, corporate sustainability requires balancing the needs of a firm’s direct and indirect stakeholders including employees, shareholders, suppliers, customers, communities, and socials. It also does not forget the future stakeholders (Dyllick and Hockerts, 2002). The great sustainability of enterprises has to meet all three conditions (Avery, 2005) as following;

- It has delivered strong financial performance.
- It demonstrated the ability to endure social and economic difficulties.
- Also, it has the ability to maintain a leadership position in its relevant market.

In the present, Honeybee Leadership is the approach that high potential and acknowledged to practice in order to create corporate sustainability to the organizations.

**Table2.1: Honeybee Leadership Framework**

Leadership Elements	Sustainable leadership “honeybee” philosophy Sophisticated, stakeholder, social, sharing
1. Developing people	Develops everyone continuously
2. Labor relations	Seeks cooperation
3. Retaining staff	Values long tenure at all levels
4. Succession planning	Promotes from within wherever possible
5. Valuing staff	Is concerned about employees’ welfare
6. CEO and top team	CEO works as top team member or speaker
7. Ethical behavior	“Doing-the-right thing” as an explicit core value
8. Long- or short-term perspective	Prefers the long-term over the short-term
9. Organizational change	Change is an evolving and considered process
10. Financial markets orientation	Seeks maximum independence from others
11. Responsibility for environment	Protects the environment
12. Social responsibility (CSR)	Values people and the community
13. Stakeholders	Everyone matters
14. Vision’s role in the business	Shared view of future is essential strategic tool
15. Decision making	Is consensual and devolved
16. Self-management	Staff are mostly self-managing
17. Team orientation	Teams are extensive and empowered
18. Culture	Fosters and enabling, widely-shared culture
19. Knowledge sharing and retention	Spreads throughout the organization
20. Trust	High trust through relationships and goodwill
21. Innovation	Strong, systemic, strategic innovation evident at all levels
22. Staff engagement	Values emotionally-committed staff and the resulting commitment
23. Quality	Is embedded in the culture

Avery and Bergsteiner (2010, 2011) explained characteristics of Honeybee Leadership for the organizations to practice in deep as the following details;

### **Developing people**

Honeybee leadership values a skilled workforce and invests heavily in training and developing staff. It enhances the potential of all employees by giving the knowledge and training continuously for both of technical skills and management skills. Training programs are planned and updated to ensure that the skills and knowledge of employees are suitable to the changing business goal.

### **Labor relation**

This requires cooperative relation between employer, employees and / or employee representatives where they exist. Employees represent on boards of large companies. It is concerned about Friendly relationship. Collaboration with unions is an important part of Honeybee leadership philosophy.

### **Retaining staff**

They retain their staff with a low turnover rate and values long tenure at all levels. Even in the crisis, the company still retains its employees and no layoff policy. Retaining staff can build the strong organizational culture for the company.

### **Succession planning**

They have planning to promote the staffs from within wherever possible. Staffs are given priority in their organization. And they also heavily invested in their people in increase their competency.

## **Valuing staff**

They are concerned about employees' welfare and create a working environment to increase the potential of their staffs. Moreover, offering incentives such as bonuses or employee ownership emphasizes that an employee's contribution is valued in a material way.

## **CEO and top team**

A team-based approach is more characteristic of Honeybee leadership. Most of the strategic decisions come from the top management team which the CEO acts as a top team member or speaker.

## **Ethical behavior**

Ethics are an explicit core value that everyone adheres to. It is also being practiced in their entire operations. Honeybee organizations requires their people to do-the-right-thing, binding people to a set of principles, codes of conduct and values that support ethical behavior.

## **Long – or short – term perspective**

Honeybee leadership will focus on long-term goal. It does not focus on maximize short-term profit for shareholder only. It will adopt a long term perspective in the decision making and concern for the long term effects to all stakeholders.

## **Organizational change**

Change is anticipated, managed and prepared for. Honeybee organization will have plan in advance to accommodate with the fast-growing world. Training and developing people are needed during times of turbulent change.

## **Financial markets orientation**

Do not concern too much about short term profitability, but resist and challenge investors to take a long term view. Profitability and good returns to investors help preserve a firm's independence from private equity hedge funds and similar outsiders.

## **Responsibility for environment**

Environmental responsibility is core to Honeybee leadership. It is an important part of sustainable leadership. It is based on ethical and pragmatic. In terms of ethical, people have no right to damage others' health, livelihood or quality of life. And in terms of pragmatic, destroying the earth will affect the value of Honeybee organization.

## **Social responsibility (CSR)**

Social and environmental responsibility is the "right thing to do" in every enterprise. Enterprises should do business friendly to environment and community. It values people and community. Some companies focus on philanthropic donations while others seek to improve community relations by allowing employees to volunteer during working time.

## **Stakeholders**

Very broad focus, including everyone who holds a stake in their businesses. Stakeholders also include future generations and society. They do not focus only on shareholders.

### **Vision's role in the business**

They will share the view of future through the vision to be the guideline for employees to practice. It is an essential strategic tool because the employees will have the same direction to achieve the same goal.

### **Decision making**

Decision making is consensual. Relevant people, not only managers, have a chance to input ideas / opinions into the decision making process.

### **Self – management**

Staffs are mostly self-managing. They can operate their work since the beginning until the end. And they also have a power to make the decision by themselves.

### **Team orientation**

Teams are extensive and empowered. It is core process. Teams are often self-governing and do not need for management intervention. Honeybee organization emphasizes on teamwork which lead to more effective work and create a strong organizational culture.

### **Culture**

Culture is a core value of innovation, quality, and social responsibility. It can be defined in terms of shared values or beliefs that influence people's behavior and help employees identify desirable behaviors (Deal & Kennedy, 1982). It is strongly rooted in history by high staff retention. The culture can pass from one generation to others and build the strong organizational culture in the company.



## **Knowledge sharing and retention**

Knowledge is managed and shared throughout the entire organization, enabled by high staff retention. It also passes from generation to generation because people in honeybee organization can share the knowledge to each other.

## **Trust**

High trust is through relationships and goodwill. It makes the employees work better if they are trust each other. The company should build trust to its employees by giving the opportunity to them to show their potential and encourage them to confidence in their abilities.

## **Innovation**

Systemic innovation in product, service, process and management is core to Honeybee leadership. Innovation is a strategic tool. It is incremental innovation in process, services, products, and management rather than radical innovation. Under Honeybee leadership, innovation can come from all levels in order to increase the potential of its products and services and maintain the leadership positions (Kantabutra and Saratun, 2013).

## **Staff engagement**

Staff engagement is a key performance driver relating to staff motivation and satisfaction. Staffs are willing to help each other to achieve the organization's goal without expect to increasing the compensation. It is the value emotional. It can come from the strong organizational culture.

## **Quality**

Quality must be developed. It is very important because it links in closely with customer satisfaction. They do not focus on cost cutting and speed but they invest a lot to increase their capability by increase the skill of workforce and using the technology to improve the quality of products and services

Avery and Bergsteiner's 19 and 23 grid elements are grouped into six categories: adopting a long-term perspective, Staff development, a strong organizational culture, supporting for both radical and incremental innovation, acting social and environmental responsibility, and exhibiting ethical behavior. The details of each category will discuss below;

### **Long-term perspective**

The primary responsibility of a leader is to lead, and in order to lead, you must know where you and your organization are going. It is not just to the next quarter but you should know and plan to over the next ten years or more. This is one of the key practices in sustainable organizations to take action. They should focus on long-term view more than short-term outcomes and try to make balance between the demands of long- and short-term. The long-term perspective can be influence in every aspect of enterprises including strategic thinking, planning, investment, growth and organizational processes, retention of employees and long-term stakeholder relationships (Avery and Bergsteiner, 2010).

### **Staff development**

Sustainable organizations invest a lot on developing their all employee's skills through in-house and other formal training. Training and development are core to sustainable organizations because employees are main manpower to driven the organization grow up and sustain in long term. Most of sustainable enterprises prefer to promote the top management from the inside rather than hiring from outside. They give a chance to their employees to grow up in the organizations better than find new

one because it is quite risk for the organizations. Retaining the staff is the important thing that sustainable enterprises emphasize. They will not decide to lay off their employees even though in the difficult time to face the crisis. These can be create and maintain a strong culture in the organizations.

### **Organization culture**

Sustainable enterprises will create a strong culture within the organization to make it to be a special place to work (Avery, 2005; Collins, 1997). Many researchers define as shared values or beliefs (Deal and Kennedy, 1982). The organizations should have the clear vision to show their values and beliefs to employees as the rules for guideline them to follow and help them to identify desirable behaviors. To develop and sustain a strong organization culture is quite difficult if the staff turnover is high and the employees' values are not aligned to the organization's values.

### **Innovation**

The enterprises should not stop to thinking to create innovation for their products and services offering to their customers. It is one of the primary sources of technological progress and economic growth (OECD, 2002). They invest in long-term R&D to create both radical and incremental innovation to enhance the quality of products and it is able to help the organization to maintain their leadership position (Kantabutra and Saratun, 2013).

### **Social Responsibility**

Social and environmental responsibility is the "right thing to do" in every enterprise. The enterprises should do the business friendly to environment and community. For example, give the knowledge to people in the community to increase their chance to have a job and use the material that can be reuse or easy to decay in

order to reduce the pollution. Not only for the enterprises have to respect for the nature, but they should lead the other stakeholders especially implant their employees to concern and show the great respect of social responsibility too.

### **Ethical behavior**

Sustainable enterprise will do the right thing in terms of ethical behavior because they are acknowledge that ethics are a form of risk management and can enhance a firm's reputation (Avery, 2005). So, they run their business in transparent using ethical ways to gain and retain investor confidence, and maintain their corporate reputations.

“Rhineland leadership” and “Honeybee leadership” are very successful to practices in developed countries but in other developing countries such as Thailand is still less apply these 2 approaches to the organization. There are the researchers apply these 2 approaches to the organizations in Thailand in different businesses. The researchers used the same ways to collect the data. Most of the organizations that they select to apply to these 2 approaches are large and have a good reputation; Theptarin Hospital, Siam Cement group, the Conglomerate, Bathroom Design company, Sa Paper Preservation House, True Corporation, and Mahidol University. The research results of each organization are diverse as the details below;

### **Theptarin Hospital**

Kantabutra (2011) applied Rhineland Leadership to Theptarin Hospital. The result is Theptarin Hospital exhibits 15 of Avery's 19 elements characterizing Rhineland enterprise. It is not attempt to maximize short term profit for its shareholders alone but it adopts a very long term perspective by investing in its future. Knowledge sharing and strong culture occur within the hospital because it avoids laying off its people in difficult times. Also, the social responsibility and ethical behaviors are deep in the hospital's culture. It used innovation to increase the quality

of services. Uncertainty and change can be seen as a managed process when the hospital continuously innovates its services.

### **Siam Cement Group (SCG)**

Kantabutra and Avery (2011) applied Rhineland enterprise at Siam Cement Group. SCG's management practices exhibits all 19 Rhineland elements that Avery (2005) identified. It shows that 16 of them being strongly evident, two of moderately evident, and one of least evident from the data. It is least evident because the CEOs appear to be heroic leader. Due to Thai culture so respects senior people, it would be difficult for the organization to moving toward the CEO becoming more top team speaker and less of the heroic leader. Self-governing teams and consensual decision making can be observed at SCG in all levels. It is emphasize on running as a team-based system with internal succession planning. SCG develops long-term strategies and plans that involved with investments for future growth and competitiveness, such as business restructuring, innovation and R&D, knowledge management and employee development. It heavily invests in its people because it considers employees as the most important asset. Training is available to all employees with a budget of approximately 500 million baht for its low-level staff alone. It also provides scholarships for further studies at leading national and international universities. The organizational culture is deeply rooted in shared values and vision. It is supported by a no-layoff policy, strict employment entry practice, low turnover rates, and promotion from within. So, the shared values and vision are preserved and passed on to the next generation of employees. SCG is committed to R&D in order to create more value for products and services. It realizes that innovation has helped to maintain its leader status in its markets. Moreover, SCG are encouraged its employees to initiate environmentally and socially beneficial projects because it wants its employees to be good citizens for the benefit of the community and shows the responsibility to all stakeholders.

### **Bathroom Design company**

Kantabutra (2012) practiced Rhineland leadership to Bathroom Design. The finding is Bathroom Design fit to 17 Rhineland elements. The company is not focus on maximize short-term profits for shareholders only but it focus on long-term perspective that leads to innovation and diversification by debut new products with innovative design and function in every six months. It is also maintain sufficient incomes and profits for sustainable growth and always return added values and benefits to all shareholders. People at Bathroom Design are given priority which is reflected to the staff retention rate is very high. Employees are happy to work here because they are given a lot of opportunity to grow. The company prefers to promote from within more than appointed outsiders to the top management team. And it is encouraged employees to increase the knowledge by study aboard and is given financial support from them and their children. Bathroom Design's has strong organizational culture because it has never laid off employees in its history. In addition, it treats employees and acts within the broader realm of society demonstrate that ethics is an integral part of the company's culture. It is also cultivate its employees to show their social and environmental responsibility through beneficial projects. Bathroom Design frequently performs such socially responsible activities. Its employees are encouraged to donate a part of their salary, which Bathroom Design will match, to various charities. And the company is willing to share the working time of employees for take care of orphans, build schools in remote areas, and install bathroom equipment donated to temples in rural areas of Thailand. Bathroom Design is concerned on developing innovative products. It has actively promoted incremental innovation throughout the entire organization. It is motivate all employees to share the innovative ideas to create the new products. These ideas are often presented during "creative Saturdays", when employees gather to make suggestions for improvement.

### **Thailand's True Corp**

Kantabutra (2012) applied Honeybee leadership to Thailand's True Corp. The finding is Thailand's True Corp fit to 22 Honeybee elements. The company

invests for growth and competitiveness. It provides a broad range of products and services by grouping them to suit its consumer lifestyles and income levels. These do not lead to short-term benefits or profits to the company but make the benefits for all stakeholders in long-term perspective. True Corporation also invests a lot on retaining the best people. It realizes that an investment in human capital will help the company prosper in the long run. So, it offers a competitive salary in line with their role and responsibilities, and treats them as family with opportunities to grow professionally. Training and development programs are provided for employees in all levels in improve their knowledge, skills, and capability. The company strongly emphasizes the value of teamwork to enhance creativity. It provides the small meeting room for them to brainstorm ideas in their team. It also allows the employees to make mistake and encourages them to put their creative ideas to practice. Moreover, the company provides the reward for employees who come up with innovative ideas that is adopted by the company as part of their annual performance evaluation. True Corporation has a strong culture. Its members are sharing these core attributes, or four Cs; caring, creative, credible, and courageous. These four Cs reflect what True Corporation people do, say, and think when they deal with stakeholders. These four Cs are also the key attributes to guide its corporate social responsibility (CSR) vision. True Corporation has allocated an annual budget for its CSR activities because social responsibility is a core value of the company. It also maintains an ethical relationship with its customer stakeholders, as its motto is “The customer is always right”.

### **The Conglomerate**

Honeybee Leadership is applied to practice in the Conglomerate by Kantabutra and Avery (2013). The results show that all 23 elements can be observed in the organization’s documentation and behaviors. The 19 elements were found to be strongly evident. The CEO appears to be high respected heroic leaders which lead to least evident the same as SCG. Decision making, self-management, and team orientation are moderately evident. The conglomerate’s employees are expected to be innovative and have had to become more self-managing to support the conglomerate’s

innovation culture. The company invests in many long-term dimensions such as culture, product and service quality, society and environment, uncertainty and change management. Moreover, it has a long-term thinking of succession planning for top management, including the CEO. As the current CEO knew three years and a half in advance that he would be CEO. So, his former boss (CEO) personally coached him through on-the-job training and the former boss always arranged for him to sit in front of him in meetings. The company emphasize on developing people. All employees are eligible for training with a budget of approximately US\$ 16.5 million allocated to lower-level staff training and it has never been cut for short-term purposes. The company's innovation culture encourage employees to be open-minded, think outside the box, be assertive, take risks and learn. It also encourages them to exchange and share the knowledge among employees to create mutual relationship and build a strong organizational culture. The company's ethical principles and focus on social responsibility are strongly evident in many aspects of the business, along with their concern for other stakeholders beyond shareholders.

### **Sa Paper Preservation House**

Kantabutra, S. and Suriyankietkaew, S. (2013) adopted Avery's 19 Rhine leadership practices derived from sustainable enterprise as a framework to examine the sustainable business practices of a small enterprise in Thailand. Sa Paper Preservation House exhibits 14 of Avery's 19 elements characterizing Rhineland enterprise. The company focuses on long-term perspective by investing in its future and not attempting to maximize short-term profitability for its owner alone. Growth of the company has come from inside. It does the business according to its competence and ensures that employees are happy. It always gives priority to staff by treating them as if they were family members. It emphasize on nurturing happiness among employees by investing in them because the company knows that happy employees are keys to producing innovation products. The company focuses on hiring people in the community and allows them to work at home. Its employees are happy to works here which reflects to the company can beat the competition by being able to continuously



introduce innovative products to the markets. Sa Paper Preservation House's organizational culture is very strong with employees sharing vision, values and beliefs, enabled by its no layoff practice and low employee turnover rate. The culture is also characterized by innovation and ethics. Employees are encouraged to think innovatively in terms of product development and behave ethically. The customers are also a significant source of innovative ideas for the products. Knowledge and innovation are remarkable not only in the products but also organizational processes to overcome barriers. The company has paid attention to a wide range of stakeholders and shows great respect and care to social and environment. It believes that the business cannot exist in the community where people do not have a good quality of life.

### **Thailand's oldest university**

Kantabutra and Saratun (2013) adopted Avery and Bergsteiner's 23 sustainable leadership: Honeybee practices at Thailand's oldest university. The university's leadership practices closely fit the Honeybee criteria that Avery and Bergsteiner (2011) identified. The finding shows that it fit to 21 Honeybee elements. The components of long-term perspective found at the university include development of shared strategic directions, involvement and collaboration in decision making, and a set of core values developed and shared by management teams. It also started developing a talent pool for future succession planning to select suitable employees and provide them more training course that specific for their duties in order to practice and increase their competencies to fill the skill gap. This succession planning will help to ensure continuity of effective leadership. Staff development is very important for the university. It provides an orientation program for new staff. Training and development is also available to enable management at different levels in the university to develop managerial skills. It realizes that development is regarded as key to workforce retention. The university appears to be highly respected "heroic" leaders due to the Thai culture which lead to the less of consensual decision making, self-management and self-governing teams. The explicit core values of the university

include Harmony, Altruism, Mastery, Determination, Originality, Integrity, and Leadership builds the strong organizational culture which the culture here is deeply rooted in the history. It also shows the social responsibility and ethical behavior through its core value. The university is the champion of incremental innovation and maintains a record of strongest research performance. The university has focused on professionalization of its management processes by using the innovative to increase the quality of skills and knowledge of staffs.

From the above previous studied, it showed that Rhineland and Honeybee Leadership are success to practice in Thailand. And it is very useful for Thai company to apply these principle to lead the organizations sustain in long term.

Since Sustainable Leadership has gained support in Thailand as an approach to ensure corporate sustainability and no study has been conducted into the Thai Shipping Industry, the present study adopts the Honeybee Leadership as a framework to explore business practices of a business in the proposed industry to determine if they are consistent with the Honeybee leadership. Recommendations to improve the business practices so that the business can be more sustainable will also be provided. Methodology used for the present study is discussed in the next chapter.

### **CHAPTER III METHODOLOGY**

To answer the research question, in-depth interview and non-participant observation (during a company visit) techniques are adopted as the data collection approaches because in-depth interviews are a useful qualitative data collection technique. It can be used for a variety of purposes (Lisa A. Guion, 2006; David C. Diehl and Debra McDonald, 2011) in order to know what the respondents think in their mind. This method will help you gain more details of the answer from the interviewees because they will explain the answer to the interviewer in depth details not only answer yes or no. In-depth interviews are most appropriate for doing the research about personal behavior, attitudes, values, beliefs, personality needs in different ways (Juntapasa, 2007). There are many advantages for using in-depth interviews. This method is very flexible. The interviewer can adjust the questions and change the way to interview to gain more details from the respondents as they want. Moreover, it can create an informal atmosphere to encourage the respondents to be open and honest (Langley, 1987, p.24; Juntapasa, 2007). And non-participant observation is used to observe the behavior of all stakeholders in the organization during to visit the company. It is the easy method to observe some behaviors that interact within the organization from all stakeholders which cannot find in the interview process.

Open-ended questions are used because it lead to a further discussion and it is design to encourage the respondents to answer the questions in full-details to express their knowledge, their opinion, and their thought. The open-ended questions are not the limit the space of the answer because it requires a response with more depth and lengthier responses. So, it tends to be more objective and less leading than closed-ended questions.

A list of open-ended questions is developed because it makes more facilitate to the interviewer to prepare well-organized questions for the interviewees. The interviewer can prepare suitable questions and direct purpose in order to gain the

answer that helpful to support the research. And open-ended questions are easy for the interviewees to answer because they answer from their knowledge and their feeling. It is also easy for them to reply and response because it is not limit time for them so they can think and consider before answering the questions. The interviewer can eliminate any mistake during the interview from the well-organized questions. These questions are provided below



**Table 3.1: List of Questions**

<b>Honeybee Elements</b>	<b>Interviewees</b>	<b>Questions</b>
1. Developing people	HR & Employees	<ul style="list-style-type: none"> <li>- How do you plan to increase the potential of the employees?</li> <li>- What kind of training do you offer to the employees?</li> <li>- How often do you provide the training program for the employees?</li> <li>- Can you give me some examples of training course that the company provides for you?</li> <li>- Who will response the expense of the training course?</li> </ul>
2. Labor relations	N/A	N/A
3. Retaining staff	HR	<ul style="list-style-type: none"> <li>- How about the turnover rate of the company? Is it high or not?</li> <li>- How long of the average time the employees working for company?</li> <li>- What are the reasons that the employees leave from the company?</li> </ul>
4. Succession planning	HR	<ul style="list-style-type: none"> <li>- What is your plan to recruit the employees? Do you see the potential to grow with the company in long term of the employee, right?</li> <li>- If have the employees in middle level leave, you will promote the employees from within or you will find new employees from outside? Why?</li> <li>- Do you think all employees in the company have a chance to promote in the higher position, right? Why do you think like this?</li> <li>- How do you select the employees to promote in the higher position? What do you choose and consider?</li> </ul>
5. Valuing Staff	Employees	<ul style="list-style-type: none"> <li>- How does the company provide you about employees" welfare? Are you satisfied it?</li> <li>- What do you need the company to improve to increase your quality of life?</li> </ul>

**Table 3.1: List of Questions (Cont.)**

<b>Honeybee Elements</b>	<b>Interviewees</b>	<b>Questions</b>
6. CEO and top team	Export manager	- How is the work of the company? Who is the main decision making? - Can you give me the example of the situation that show the CEO is not the main decision in the company?
7. Ethical behavior	Export manager & Employees	- How do you feel about the company? Can you tell me your feeling? - Do you think the company provides the best and enough service to the customer? Why?
8. Long- or short- term perspective	CEO & Export manager	- What is your policy to invest in the future? - How do you plan to promote the marketing in the next quarter? - How do you feel if you cannot achieve your goals?
9. Organization change	CEO	- Is the company ready to cope with the change in the future? How? - How does the company prepare for the coming AEC?
10. Financial markets orientation	N/A	N/A
11. & 12. Responsibility for environment and social responsibility (CSR)	CEO & HR	- Can you give me the examples that show the responsibility of the company to help the social or protect the environment?
13. Stakeholders	CEO	- How do you focus on every stakeholder?
14. Vision's role in the business	CEO	- What is your vision? Can you tell me the picture of the company in your mind in next 10 – 20 years? Do you think your employees think like this or not?
15. Decision making	Export manager & Employees	- How do you make the decision in the company? - Does everyone has the right to make the decision or you have to listen from your manager
16. Self-management	Employees	- How do you manage work? Can you manage work by yourself?

**Table 3.1: List of Questions (Cont.)**

Honeybee Elements	Interviewees	Questions
17. Team orientation	Export manager & Employees	- Do you have the problem to work with other division in the company? How?
18. Culture	HR & Employees	- How do you describe the culture of the company? What is the core value of the company? Do the employees follow the culture of the company?
19. Knowledge sharing and retention	HR & Employees	- If the employees leave from the company, do you think it will have the effect in term of knowledge within the company? - Does the company have the system to keep the knowledge? - Everyone in the company can teach and give you the knowledge or you have to ask from your boss
20. Trust	Export manager & Employees	- Do you trust with your colleague and your team? How? - How do you develop your relationship to increase trust with your colleague?
21. Innovation	CEO	- How do you develop your services? Is there any innovation to apply in your services? How do you invest in R&D?
22. Staff engagement	Employees	- Can you tell me the situation that shows you are willing to help the company?
23. Quality	CEO & Employees	- How do you improve and maintain the standard of your services? - In term of quality of the services, how do you handle if the customer requests more services which make you loss some profit?

To ensure validity of the data, the probing technique is adopted. Probing technique is the questions that ask follow-up the open-ended questions. In the interview, the answers of the interviewees can create the aspect that the interviewer overlooks so the interviewer can use probing questions to bring out more details. The probing question is typically intended to elicit an answer that clarifies ambiguities, provides missing or more-detailed information, or justifies previous statements.

During the interviews, note-taking and videotape recording techniques were employed to record observations and response to interview questions (Hussey and Hussey, 1997). Reflective note taking is also used to record observed data because it is very helpful to reduce the impact of memory decay and aid in recall of important information. It also increase accurate recording of what the interviewees said.

The sample is convenient as interviewees are one CEO, one export manager, one human resource manager, and two employees who are willing to participate in the study.

Following the previous studies of Thailand's oldest university, a leading Asian industrial conglomerate, and Thailand's True Corp, Honeybee leadership is adopted as the framework to collect and analyze data.





**Table 3.2: Analysis Table**

Honeybee Elements on the Sustainable Leadership Grid		Typical Thai Firm	Extent to Conform		
			Least Evident	Moderately Evidence	Most Evidence
1	Developing people grow their own				
2	Labor relations: corporation				
3	Retaining staff: strong				
4	Succession planning: strong				
5	Valuing staff: strong				
6	CEO and top team: top team speaker				
7	Ethical behavior: an explicit value				
8	Long- or short-term perspective: long term				
9	Organization change: considered process				
10	Financial markets orientation: challenge				
11	Responsibility for environment: strong				
12	Social responsibility (CSR): strong				
13	Stakeholders: broad focus				
14	Vision's role in the business: shared future				
15	Decision making: consensual				
16	Self-management: strong				
17	Team Orientation: strong, self-governing				
18	Culture: strong				
19	Knowledge sharing and retention: strong				
20	Trust: strong				
21	Innovation: strong				
22	Staff engagement: strong				
23	Quality: high is a given				
Total elements in conformity					
Legend: / = conforms; - = does not conform; ? = not known.					

Criteria for analysis:

- Most evident = exactly like Honeybee
- Moderately evident = somewhat like Honeybee
- Least evident = somewhat like Locust
- Does not conform = exactly like Locust

### **Billion Logistics Co., Ltd.**

Billion Logistics Co., Ltd was established in 2004. It is an international freight forwarding company, which is specialized in providing “one-stop shop” for all your international logistic needs. Their expertise covers a wide range of services in international Transportation both by Air and Sea. They strive hard to improvise on their services through innovation, flexibility, leadership, and teamwork. Their aim is to build business partnerships that create value for their customers. They continue to utilize new technologies, research market conditions and deliver new concepts. This gives their customers the competitive edge needed to succeed in today’s market.

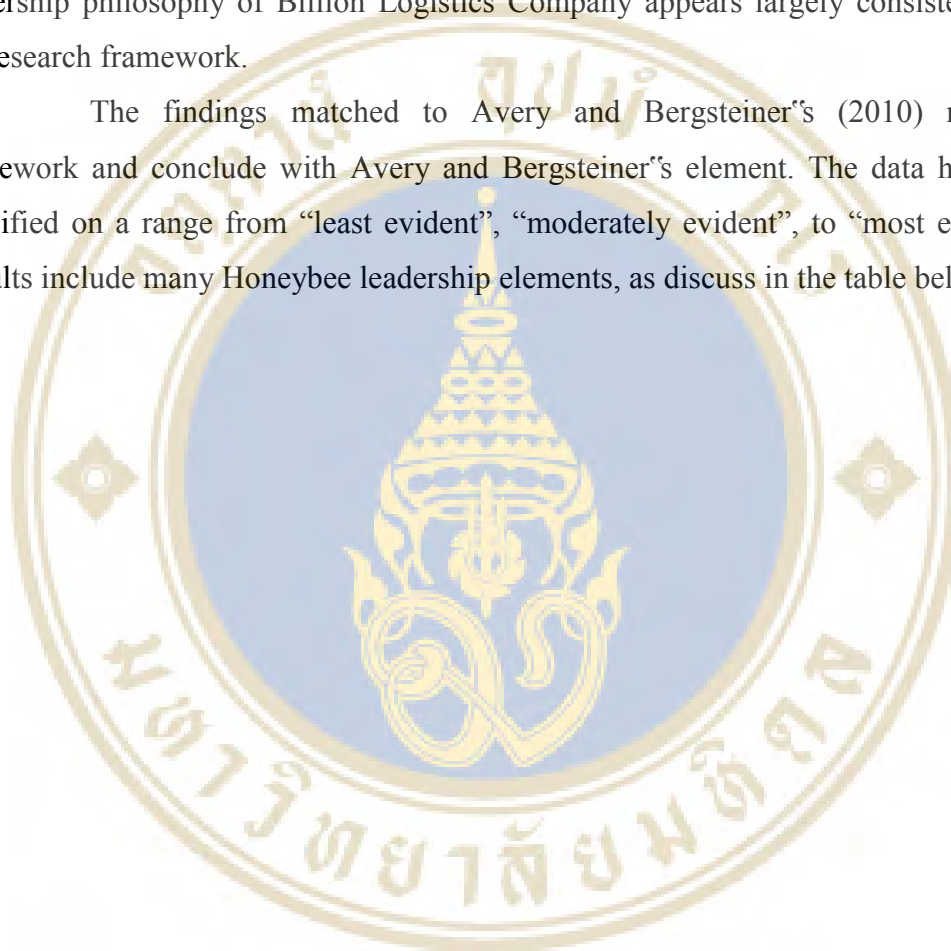
With strong experiences in the international transportation business, their professional management team is capital of innovation and creative solution to even your most complex shipping requirement. To ensure your highest satisfaction, this is a high level of staffs skill and knowledge to serve your best logistics needs. In addition, their aim is not only to create a new marketing opportunity and improve better management but also to increase operating efficiency and cycle time reduction for them.

They offer complete logistical solutions, such as international transportation, customs clearance, storing and handling of the goods, door delivery, etc. They have the capacity to handle all kinds of cargo, ranging from a small box to heavy machinery. They assure you timely pick-up and delivery of the cargo and safe delivery of your consignments. They offer the best integrated services to all their customers providing maximum satisfaction to its client. Their competency, loyalty & resource fullness to satisfy their customers have earned them customer’s much needed confidence in them.

## CHAPTER IV FINDINGS

From the interviews, observation, and researched documents, the leadership philosophy of Billion Logistics Company appears largely consistent with the research framework.

The findings matched to Avery and Bergsteiner's (2010) research framework and conclude with Avery and Bergsteiner's element. The data has been classified on a range from "least evident", "moderately evident", to "most evident". Results include many Honeybee leadership elements, as discuss in the table below.



**Table 4.1: Findings**

Honeybee Elements on the Sustainable Leadership Grid		Billion Logistics	Extent to Conform		
			Least Evident	Moderately Evident	Most Evident
1	Developing people grow their own	√			
2	Labor relations: corporation	N/A			
3	Retaining staff: strong	√			
4	Succession planning: strong	√			
5	Valuing staff: strong	√			
6	CEO and top team: top team speaker	√			
7	Ethical behavior: an explicit value	√			
8	Long- or short-term perspective: long term	√			
9	Organization change: considered process	√			
10	Financial markets orientation: challenge	N/A			
11	Responsibility for environment: strong	√			
12	Social responsibility (CSR): strong	√			
13	Stakeholders: broad focus	√			
14	Vision's role in the business: shared future	√			
15	Decision making: concensual	√			
16	Self-management: strong	√			
17	Team Orientation: strong, self-governing	√			
18	Culture: strong	√			
19	Knowledge sharing and retention: strong	√			
20	Trust: strong	√			
21	Innovation: strong	√			
22	Staff engagement: strong	√			
23	Quality: high is a given	√			
Total elements in conformity		21			
Legend: √ = conforms; – = does not conform; ? = not known.					

The results of applying Honeybee leadership to Billion Logistics Company shown above which can be explained the result of each element as the followed.

### **Developing people**

Developing people is the important thing for Billion Logistics Company. It shows strongly evident in the company. The company considers its employees as the most important asset. It invests heavily on developing their people based on each department through training and development to increases effectiveness and improves the workforces.

*“We increase the potential of our employees by provide the training course for them all the times to increase their knowledge and their ability to serve the customers”.* (HR Manager)

The company knows that its employees need knowledge to improve and develop their skills. So providing suitable training course will increase employees’ potential. This is very important since it’s a service base company.

**Labor relations:** N/A

### **Retaining staff**

The turnover rate of Billion Logistics Company is very low. The averages of employees work with the company at least 4-5 years per person (the company is opened 9 years) and some of them work with the company since the company started the business.

*“We have a policy not to layoff any of our employees even in a crisis. For example, during the flooding crisis, the company was affected but fortunately it was not very bad. We were still able to help our employees who were heavily affected by the flood overcome the crisis”.* (HR Manager)

The company retained their employees even in the crisis. Even if laying-offs their employees would have been a better financial move on the company's behalf. In contrast, the company offered employees assistance helping them. Making sure that the company and employees passed the obstacle together, creating employee loyalty and dedication. It's one element that is very evident in the company.

### **Succession planning**

Billion Logistics Company will promote from within the organization. The company will give their employees an opportunity to grow and move up to higher position, selecting from past performances and their abilities.

*“Our employees have a chance to promote to the higher position in the future. It depends on their performances and their abilities. When I recruit them, I will ask them about the future plan in order to see their opportunity to grow with the company”.* (HR Manager)

All employees of the company will have a chance to advance up the career ladder depending on their work. Hard working, capable individuals will be promoted as the instated in the company policy. So, it is shown in moderately evidence.

### **Valuing staff**

Billion Logistics Company is very concern about their employees. The company understands the need of its employees and tries to fulfill their needs. If the employees are happy at work, it will lead to increase the work efficiency.

Another important form of valuing staff is training courses. It is a form of benefit. The process involves investing company time and money to improve the company's employees showing that the company sees their long term potentials and growth.

*“We are like the family. The company always offer help to us if I have any problem. They are willing to help me solve all problems or at least they will encourage me to pass my tough times”.* (Employee 1)

*“I am very happy to work here. This is like my home. I work here since the company started until now. And I will continue to work here because I can show my abilities through my work and increase my potential from the knowledge that I get”.*  
(Employee 2)

From the employees statement the company tries to provide for all employees more than general welfare, being considerate to its employees. It wants a happy friendly work place environment. On birthdays, there is a cake and a small party. This creates an opportunity for employees to socialize and bond. So, this element is strongly evident in the company.

### **CEO and top team**

This element is shown in moderately evidence. Mostly, CEO of Billion Logistics works as one of the team member. He encourages all people in the team to share their opinion together. He listens and except all ideas of the team. And then, he will discuss among the team in order to find the best decision to solve the problem.

*“In the meeting, everyone is part of the team even the CEO. We can share our opinion and discuss them. We talk and share to each other and then we will find the best solution together”.* (Export Manager)

But in some situations, CEO will be the decision maker especially in big cases or risky problems. He will take everyone’s option and make a calculated decision. The CEO is respected and the employees will stand behind his decision.

### **Ethical behavior**

Ethic is a part of culture in the company. It is the important thing to build trust between the company and the stakeholders. All employees of Billion Logistics Company will do the right thing as an explicit core value. The company always treats them with trust, respect, and sincerity and wants them to show these values to the customers.

*“I always tell the employees to serve the customers with the service mind. We provide the services with our heart. The need of customers come the first. Whatever they want, we will provide for them.”* (Export Manager)

*“We never cheat our customers. We provide them the best services with the suitable price. And I believe that we are dedicated to work for them more than 100%”.* (Employee)

Ethical behavior is shown the most evident in the company. Its employees have good moral. They do everything transparently in term of documents and services. So, their customers are sure that they do not have any problem in later.

### **Long- or short-term perspective**

Billion Logistics Company is focus on long-term investment. It shows strongly evident in the company. The company does not maximize only short-term profits but it looks to the customers’ need. They want to grow with their customers as the CEO said;

*“We invest in order to grow with our customers. We will look to the trend in the future and look at what our customers want. If they want us to increase any more services, we will prepare it to match with their needs”.* (CEO)

The company has trained their employees to help them provide high quality of services to the customers. It also chooses its employees carefully. This is very important because a happy customer means a repeated customer.

Moreover, good customer services will establish a trust in the company’s services creating a brand.

### **Organizational change**

Billion Logistics Company are prepared for change. The company knows the world is changing very fast so they will analyze the trend of the business in advance in order to accommodate the changes that will occur. This element is shown the most evident in the company.



*“We prepare for the future change all the times. For example, we know the AEC will happen in the future. So we will learn more about new laws and regulations that concern to AEC in order to support our customers. If they have any problems or doubt, they can consult us. We are ready to help them”.* (CEO)

The company will prepare their employees to accommodate the future changes by training them. Its employees can be the consultant for the customers to support them when they have the questions and the problems about the new laws and regulations that effect from the changes. They know that laws and regulations about freight forwarder will change year by year. So, they have to update their knowledge and prepare themselves in advance to cope with it.

**Financial markets orientation: N/A**

### **Responsibility for environment**

Responsibility for environment is considered to moderately evident in the company. Billion Logistics is concerned about the environment. It builds a good environment in a workplace to reduce the stress and reduce the problem of health for the employees because it knows that happy and healthy people will lead to the effective work.

*“Most of our duties are providing the service to the customers and prepare the document for them. One thing that is evident in the company is we have the policy to reuse the paper and most of the documents are recorded in our system to reduce the number of paper. Moreover, we try to build a good environment in the workplace to provide the refreshment and the relaxation for all stakeholders”.* (CEO)

The company has the policy to save the world by reuse the paper and it also uses the technology to reduce the number of paper in the company. These are the starting point that shows the responsibilities of the company to the environment.

## **Social responsibility (CSR)**

All employees of Billion Logistics Company cultivated values to help others by set up the project to donate money and things to poor people and orphan foundation. They are also making a merit to the temple as often as possible.

*“My CEO is philanthropic. He is often make a merit as possible he can. And we have a project to donate money and things whenever it has a crisis. For example, in flooding crisis, our company donated the money to help the victims”.* (HR Manager)

The company encourages its employees to be the volunteer to help others or make a merit by themselves. Even if it is a small project like showing sympathy by writing letters and donating to others in need. In the future, there are plans to join larger community projects like cleaning the temple or regale the orphans and the disabled people. So, this element is considered to least evident in the company.

## **Stakeholders**

This element is considered to moderately evident in the company. Billion Logistics Company has paid attention to the stakeholders including employees, customers, ship agents, and partnerships.

*“All stakeholders are important for me. I cannot do everything success by myself. So, I will maintain a good relationship with them. Whatever I can offer for them, I will try to do. I want them to be happy with me”.* (CEO)

The company tries to maintain the good relationship with all stakeholders. It does not focus on making a lot of profit for shareholders only but it is concerned to all shareholders.

## **Vision’s role in the business**

The vision of Billion Logistics Company is “To grow with the sustainable economy”. This vision is as the framework for all employees to be the guideline for them to grow up in the business. CEO will always share the view of the future to

motivate the employees and let them know what their duties are and what they should do.

*“I always share my vision to the employees to be the guideline for them to grow in the correct way to make them and the company success together”.* (CEO)

Apparently, most of the employees in the company have the same view with the company’s vision. So, they grow in the same direction to achieve the same goal. This element is very evident in the company.

### **Decision making**

This element is considered to moderately evident in the company. Decision making at Billion Logistics Company depends on the situations and the levels of employees.

*“To find out the best decision, we will have a meeting and give a chance for everyone to exchange the opinion what they want, what they like. All opinions have to give the reason to support in order to make everyone understand why you think like that and it is suitable or not”.* (CEO)

Most of the decision will come from the agreement of the employees in high level (CEO and the manager in each department). The final decision is from CEO but he will ask and listen to the opinion of the employees before making the decision.

For the lower level employees, they also have a chance to make a decision in some situation especially the problems of all customers that they are facing. In addition, when the company wants to set the outing trip, they are the main power to choose the place and create the activities to join together.

### **Self-management**

Billion Logistics Company is a small company. Most of the employees are responsible of their work process from the beginning until the end.

*“In my work, I can make a decision in some situation to reduce the problem of delay service that makes the customers unsatisfied and it will effect to the*

*company in the future. But in the big case that will effect to the company, I have to consult my manager first and he will make the decision for me". (Employee)*

The company's policies allow employees to make decision in some case that do not affect the company critically. This enhances the ability of employees and often increases customer satisfaction. This element is considered to moderately evident in the company.

### **Team orientation**

Billion Logistics Company emphasized on working as a team. The company divided into 3 main departments: Import, Export, and Accounting. Each department has its own duties to responsible but in some case the work will overlap. Each department will have to cooperate with each other. Most of the time it's a smooth and problem less process.

*"As I said, we are like a family. So, we can work together. Sometimes we have a problem that occurs from misunderstand but we will solve it immediately. We will not let it pass and make the employees offensive because we know it will lead the big problem to the company". (HR Manager)*

So, team orientation is the most evident in the company. The relationship between all employees is very strong. They love each other. So, they can work together smoothly.

### **Culture**

Billion Logistics Company creates the strong culture in the organization. It shows strongly evident in the company. All the employees are happy. The atmosphere is relaxed and cheerful. They work together like a family. The employees can talk and play. The company does not control them too much. They have freedom within the boundaries of their duties.

*“It is a common practice. We are like a family. We love and help each other. We are responsible ourselves while we share the sympathy to others”.* (HR Manager)

*“I am happy to work here. I like the working way of the company. It teaches me to responsible to my work while I can enjoy with the surrounding things. We are like a family. I can talk and consult with everyone. One thing that I am really proud is every employee has a good manner. We are respects to older people and we know what we should do and do not”.* (Employee)

Most of the employees will practice follow these cultures. It comes from the low turnover rate of the employees. So, the company can transfer the culture from generation to generation and build the strong organizational culture.

### **Knowledge sharing and retention**

Every employee in the organization can share the knowledge together. They will not keep the knowledge with themselves. They are willing to share and teach the knowledge to new employees to increase their knowledge and their ability to work more efficiency.

*“When I started work here, my senior and my manager will teach me first in order to make me know all processes of the work and then my colleagues will share their knowledge to me to make me more understand”.* (Employee)

Billion Logistics Company is the service business. It does not have the specific knowledge. Most of the knowledge will be the process to do the documents and the regulations. It has the system to retain all knowledge and reduce the problem of losing their knowledge when the employees leave from the company. So, this element is considered to the most evident in the company.

## Trust

“Trust” is the apparent thing throughout the organization. It can found at all levels. Starting from the top level, CEO and the manager in each department trust and believe in the abilities of their employees. They dare to assign the tasks to their subordinates in order to let them show their abilities and prove themselves.

*“I have to trust in my subordinates first to open a chance for them to trust in themselves to lead them know that they have enough abilities to do that and they can do it”.* (Export Manager)

*“I trust in my colleague and I think more than 70% of employees in the company trust in their colleagues. We trust in each other and believe in our abilities to succeed in our work”.* (Employee)

This element shows strongly evident in the company. The relationship among all employees in the organization is very good. They are like a family. Obviously, they love each other. They love their job. They are also love the company. These things will create the strong organizational culture and high trust which is the valuable thing for the company.

## Innovation

Billion Logistics Company is a service base business. The company will develop their services to coordinate with the need of its customers.

*“We develop our services by provide the new products to response the need of customers and increase the effective of our services by using the new technology to develop our software to make us serve our customers faster”.* (CEO)

The company never stops creating the new products to fulfill the need of customers. They will ask the customers“ need and try to create the new service that match to their need. And they will use the technology to develop their software program in order to serve their customers faster and better to make them more comfortable. So, this element is considered to the most evident in the company.

## Staff engagement

Most of employee at Billion Logistics Company is willing to help each other to work. They work like a family. So, they will offer their help to other people even though they do not request. It is shown the most evident in the company.

*“One of my friends finished their work and then she asked other person to share their work to her. She wanted to help us to finish work on times and reduce the impact that will occur to the company. I love my company and I love my colleague. So, whatever I can help them, I am willing to do it. I want to see our success and grow up together continuously”.* (Employee)

The strong culture within the organization can effect to the staff engagement. They love each other and love the organization. It can express through their behavior and work performance that usually willing to help others.

## Quality

This element is considered to the most evident in the company. Quality of service is very important at Billion Logistics Company.

*“We provide the good quality of our service to respond the needs of our customers. Whatever can fulfill the need of customers, we will do it to increase the quality of our service”.* (CEO)

*“In case of the need of customers is very high and it is not affect to the company too much, we will provide it for them as our standard in order to keep our customers”.* (Employee)

The company knows that the services are very important thing for them so they are paying more attention to increase the services“ quality by increase the potential of the employees. In term of service business, employees are the important asset because they are the people who response to serve and take care of the customers. If they can provide more good services to the customers, the customers will satisfied and trust in the service of the company and come back to use the service of them again. Billion Logistics Company provide the best service to the customers while keep the standard of their services.

Overall, the Thai shipping industry's leadership practices closely fit the Honeybee criteria that Avery and Bergsteiner (2010) identified. The analysis above shows agreement on 21 of the 23 elements. 14 practices were found to be strongly evident with six others moderately evident and one element of social responsibility was considered as least evident in the organization.





## **CHAPTER V DISCUSSION AND RECOMMENDATION**

In this part, we will discuss the result that we got from the practices of Honeybee elements to Billion Logistics Company compare to the previous studied in the literature review chapter. The discussion is grouped into six core themes as the details below;

### **5.1 Long-term perspective**

Billion Logistics Company is emphasizing on long-term perspective. It invests a lot on its employees for developing their abilities by providing the training course for them. The company does not focus on making a short-term profits but are will to invest for long-term growing and a stable relationship with its customers. It is the same as every honeybee organizations; Thailand's oldest university, a leading Asian industrial conglomerate, and Thailand's True Corp. Both of them will focus on long-term perspective because it is one of the key practices in sustainable organizations (Kantabutra and Saratun, 2012; Kantabutra and Avery, 2013; Kantabutra, 2012).

### **5.2 Staff development**

Developing people is very important for Billion Logistics Company because it is the service business. Human resources are the valuable asset. So, the company invests a lot in developing people. It has planned to increase the potential of employees all the times by providing the suitable training course to all employees to increase their knowledge and the effective work. It is the same as SCG that consider employees its most important asset. SCG recognizes the value and the potential of all employees so the company provides training to all employees with a budget of

approximately 500 million baht including offering graduate study scholarship to employees for technical and MBA degree (Kantabutra and Avery, 2011).

### **5.3 Organizational culture**

As we are mentioned in the finding chapter, the employees' turnover rate of Billion Logistics Company is very low. So, the company can transfer the culture from generation to generation and build the strong organizational culture. All employees know their responsibilities and can responsible themselves. Moreover, the company does not have a union labor. They are like a family. They love and willing to help each other. These values and beliefs are the soft rules of an organization that provide for all employees to be the guideline and most of them are willing to follow these organizational culture. It is like True Corporation that has a strong culture. Its members are sharing these core attributes, or four Cs; caring, creative, credible, and courageous. These four Cs reflect what True Corporation people do, say, and think when they deal with stakeholders. And it also treats employees as family members. It is the human resources management principle of the company (Kantabutra, 2012).

### **5.4 Innovation**

Billion Logistics Company is never stop to develop its services. It uses the innovation in term of software to develop its system to increase the potential of services. As the company is the service business. So, it emphasize on knowledge and innovation. It provides the training course to enhance the knowledge of its employees to increase their effective work. It is like SCG that design the valued innovation program to promote employees' creativity, helping them to develop new approaches and processes to enhance efficiency (Kantabutra and Avery, 2011). Both of Billion Logistics and SCG have made the innovation within its field to enhance service and product quality.

## **5.5 Social responsibility**

Billion Logistics has the activities that showed its social responsibility. It will encourage its employees to donate money and things to poor people and various charities or make a merit to the temple. The company encourages its employees to perform socially responsible activities. Even if it is a small project like showing sympathy by writing letters and donating to others in need. It is different from other Honeybee organizations. They are performed a lot activities to show the social responsibility. Obviously example, Bathroom Design frequently performs such socially responsible activities. Its employees are encouraged to donate a part of their salary, which Bathroom Design will match, to various charities. And the company is willing to share the working time of employees for take care of orphans, build schools in remote areas, and install bathroom equipment donated to temples in rural areas of Thailand (Kantabutra, 2012).

## **5.6 Ethical behavior**

Billion Logistics Company has always adhered to a strict code of ethical conduct throughout the organization, with an emphasis on people. The company treats its employees with trust, respect, and sincerity and wants its employees to show these values to the customers. Moreover, it also maintains an ethical relationship with its customer stakeholders. It will provide all the best services with the suitable price to the customers. It always serves the customers with the service mind which is the core value of the company. Ethical behavior of the company is supported by the previous study of True Corporation that emphasize on their people to show the ethical value and maintain an ethical relationship to all stakeholders (Kantabutra, 2012).

## **Recommendations**

After applying the Honeybee Leadership practice on Billion Logistics Company, it was found that six elements were moderately evident and one of the elements of social responsibility was the least evident within the organization.

Therefore, some recommendations are proposed here in order to be used to develop the company and lead it to corporate sustainability.

Firstly, we would like to recommend Billion Logistics Company to emphasize more on long-term succession planning. The company should think and plan for people who become the top management in the future. And it should be notice to the selected people know in advance then provide more training course that specific for their duties in order to practice and increase their competencies to fill the skill gap. The succession planning will help to ensure continuity of effective leadership. It has the example of succession planning from the previous studies of the conglomerate. The long-term thinking of the conglomerate is succession planning for top management, including the CEO. The current CEO knew three years and a half in advance that he would be CEO. So, his former boss (CEO) personally coached him through on-the-job training and the former boss always arranged for him to sit in front of him in meetings (Kantabutra and Avery, 2013). It is a good way to practice the employees to reduce the problem of lack of specific and managerial skills.

Secondly, we recommend the CEO of Billion Logistics Company to decrease his role and encourage his team member to express more idea to find out the best decision making. He should give more opportunity to his team to make the decision for him to develop their potential. It might be take time for the company to change the role of CEO to work as top team member or speaker because of Thai culture respects senior people and given the high power distance valued for him. But it should practice this element steadily to lead the company to be more sustainable leadership. It is like the conglomerate that the CEO appears to be highly respected “heroic” leaders but the conglomerate’s concept of CEO is developing more toward that of the Honeybee “top team speaker” and time will tell (Kantabutra and Avery, 2013).

Thirdly, the company should encourage its employees to make the decision making and teach them to learn from their mistakes. And the company should provide the small meeting room for them to brainstorm ideas in their team. In addition, it should motivate employees to create innovative ideas to increase the potential of its

services by giving the rewarded from them as part of their annual performance evaluation (Kantabutra, 2012).

Finally, Billion Logistics Company should pay attention to a wide range of stakeholders and show more on social and environmental responsibility. The company should lead the employees to initiate the environmentally and socially beneficial projects more than just only donate money to the temples and the charities. Moreover, the company should manage some company time for its employees to perform socially responsible activities such as take care of orphans every Wednesday on company time and help build schools in remote areas (Kantabutra, 2012) .



## REFERENCES

- Ask (2013), Non Participant Observation? Available at  
<http://www.ask.com/question/what-is-non-participant-observation>  
 (accessed 15 November 2013)
- Avery, G.C. and Bergsteiner, H. (2011) „Sustainable leadership practices for enhancing business resilience and performance“, *Emerald Group Publishing Limited*, Vol. 39, No. 3, pp. 5-15.
- Avery, G.C. and Bergsteiner (2010) *Honeybees & Locusts: The Business Case for Sustainable Leadership*. NSW: The Act.
- Avery, G.C. and Bergsteiner (2011) *Sustainable Leadership: Honeybee and Locust Approaches*. New York: Routledge.
- Billion Logistics (2011), Corporate Profile. Available at  
<http://www.bl.co.th/2011/index.php> (accessed 15 November 2013)
- Changing Minds (2002-2013), Open and Closed Questions. Available at  
[http://changingminds.org/techniques/questioning/open\\_closed\\_questions.htm](http://changingminds.org/techniques/questioning/open_closed_questions.htm)  
 (accessed 15 November 2013)
- EDIS (2011), Conducting an In-depth Interview. Available at  
<http://edis.ifas.ufl.edu/fy393> (accessed 15 November 2013)
- Isarangkun Na Ayuthaya, C. and Piboolsravut, P. and Kantabutra, S. and Saratun, M. and Rungruang, P. (2012) *Managing People for Sustainability: Experiences from Thailand*. Bangkok: The Crown Property Bureau
- In-depth Interview (2007), Qualitative data collection techniques. Available at  
<http://home.kku.ac.th/korcha/int3.html> (accessed 15 November 2013)
- Kantabutra, S. (2011) „Sustainable leadership in a Thai healthcare services provider“, *International Journal of Health Care Quality Assurance*, Vol.24, No. 1, pp. 67-80
- Kantabutra, S. and Avery, G.C. (2011) „Sustainable leadership at Siam Cement Group“, *Emerald Group Publishing Limited*, Vol. 32, No. 4, pp. 32-41.

- Kantabutra, S. (2012) „Putting Rhineland Principles Into Practice in Thailand: Sustainable Leadership at Bathroom Design Company“, *Wiley Online Library (wileyonlinelibrary.com), Global Business and Organizational Excellence*, DOI: 10.1002/Joe.21461
- Kantabutra, S. (2012) „Sweet Success Beyond the Triple Bottom Line: Honeybee Practices Lead to Sustainable Leadership at Thailand’s True Corp, *Wiley Online Library (wileyonlinelibrary.com), Global Business and Organizational Excellence*, DOI: 10.1002/Joe.21461
- Kantabutra, S. and Avery G. (2013) „Sustainable leadership: honeybee practices at a leading Asian industrial conglomerate“, *Asia-Pacific Journal of Business Administration*, Vol. 5, No. 1, pp. 36-56
- Kantabutra, S. and Suriyankietkaew, S. (2013) „Sustainable leadership: Rhineland practices at a Thai small enterprise“, *Int. J. Entrepreneurship and Small Business*, Vol. 19, No. 1, pp. 77-94
- Kantabutra, S. and Saratun, M. (2013) „Sustainable leadership: honeybee practices at Thailand’s oldest university“, *International Journal Of Educational Management*, Vol. 27, No. 4, pp. 356-376
- OCSC (2006), Human Capital. Available at [http://www.ocsc.go.th/ocsc/th/index.php?option=com\\_content&view=article&id=2816:human-capital&catid=461:2011-07-25-08-32-12&Itemid=307](http://www.ocsc.go.th/ocsc/th/index.php?option=com_content&view=article&id=2816:human-capital&catid=461:2011-07-25-08-32-12&Itemid=307) (accessed 08 November 2013)
- Probing Question (2013), Types of Questions (PDF). Available at [http://www.dpc.nsw.gov.au/data/assets/pdf\\_file/0020/22763/types\\_of\\_questions.pdf](http://www.dpc.nsw.gov.au/data/assets/pdf_file/0020/22763/types_of_questions.pdf) (accessed 15 November 2013)
- Triple Bottom Line (2009), Concepts, Benefits, and Assessment Tools. Available at <http://www.slideshare.net/sarinee/triple-bottom-line> (accessed 08 November 2013)