

Research Title: A Value Creation Up-scaling Model for the Family Business Competitiveness under the Special Economic Zone Mae Sot District, Tak Province

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This research aims to seek out and analyzed the knowledge of a value creation model and to develop a model to enhance a value creation for the Family Business Competitiveness under the Special Economic Zone Mae Sot District, Tak Province. To achieve this, Researchers conducted the mixed methodologies which included qualitative research by grounded theory and in-depth interviews for preliminary research report and confirmed with the key informants. Lastly, quantitative research, Researchers contributed the questionnaire to 400 enterprises and its 360 returned that represented 90.00 percent. Trading sector service sector and manufacturing sector were 50.83, 30.28 and 18.89 respectively. Once all data has been processed, the results of the study are presented in value implication by listening to and asking for suggestions from experts. Rresearchers was divided into 3 phases: phase I is to seek out and analyzed need II is to develop a model to enhance a value creation for the Family Business, and phase III is to look for the family business competition into action. The research findings revealed the following.

1. seeking out and analyzed the knowledge of a value creation model for the Family Business Competitiveness under the Special Economic Zone Mae Sot District, Tak Province are as follows:

- 1.1 Mae Sot Strategy: Geography - Geography – Geography

The penetration strategy of Mae Sot's Entrepreneurs to create "economic space", which means to upgrade Mae Sot by upscale - transformation to become an "economic area" by establishing Mae Sot's branding along the East-West Economic Corridor, which will help to attract large investments and businesses to Mae Sot by the Chamber of Commerce Tak placed the strategy to providing information on trade growth and push the special economic zone to become TAK Special Economic Zone (TAK SEZ)

1.2 A study of trade patterns in Tak Special Economic Zone (TAK SEZ)

Border trade is a form of trade in which business people engage in border trade activities in areas bordered by neighboring countries which included retail and whole sale. While, Cross-border trade It will be the roaming of one company to another company. When crossing the border, the product will be distributed to various places border country. Last but not the least both have trade through customs clearance at Permanent Crossing Point. Cross-border trade without customs clearance is smuggled.

1.3 A value creation model for the Family Business

The synthesis of knowledge based on grounded theory has found three types of value-added models: 1) Up-scaling which is product development or value added to the product. 2) Transformation Business is the method that transform from Business cycle to the next business cycle by (1) Effusively Operation and (2) Dual Transformation and 3) Disruptive Change.

2. The development of a model to enhance a value creation for the Family Business Competitiveness under the Special Economic Zone Mae Sot District, Tak Province are as follows:

2.1 (4) Dimensions of Family Business – FOBE which include Family Dimension Ownership Dimension Business Dimension and Entrepreneurship Dimension

2.2 A value creation for the Family Business Competitiveness from synthesis of knowledge based on grounded theory has found 3 types are as follows: 1) Up-scaling 2) Dual Transformation Business and 3) Disruptive Change.

2.2.1 Movement of establishment business

The entrepreneurs have interpreted a business value creation in the trend of business operations and found out that the overall direction of business operations was important. The details were as follows. First, the entrepreneur has the opinion that establishing a business strategy or the "business model" was very important to the business direction. Business planning, The entrepreneurs have interpreted and foremost an analysis of business, economic, political, social and technological environments and the second most important

was the competitive analysis in the same industry was at a high level. Market and customer market analysis was at a high level. Assignment of responsibility to the department at the department level to set the departmental strategy at all levels. The analysis of your organization / company was at a high level. Collaboration between executives sets business strategies at a very high level. To make or revise vision, mission, a business goal with both formal and informal were in high level. Lastly, the cooperative with the supervisor was responsible for implementing the action plan at the level of responsibility.

2.2.2 Business Model for Family Business

- A) The result shown that the entrepreneur's opinion through Business Model for Family Business were follows: 1) Value Proposition 2) Customer 3) Operation and 4) Financial
- B) The synthesis of Business Model for Family Business, The researchers synthesized the Business Model for FOBE Dimension which Based on 4 Dimensions of Family Business (FOBE Dimension), the family (F) was in the operating sector. Business Ownership (O) was in the investment or cost structure. Business (B) was on the client side. And entrepreneurship (E) was in the revenue stream, or reward from the value of investment.

2.2.3 Succession

Stage 1: Doing Business (Do) it is the startup business. Some new entrepreneurs have no heirs. There is a trial and error in choosing and doing business. Including business expansion and expansion. Stage 2 : Lead to Do: Most business people are pioneers in establishing or starting a business in Mae Sot for a quite some time. Successor were prepared and learn the business of the family. The heir will be supervised and prepared for basic education that is in line with the family business. Lastly, Phase 3: Let Do: Most business operators release and put their hands on their successors. The heir is trained as well as learn how to work together since the

graduation. Some businesses have to set up or prepare each successor to be responsible for each business. Therefore, it can conclude FOBE Model for value added in 3 phases: Stage 1 Business startup (Do) Phase 2 Business lead generation (Lead to Do) Phase 3 Business Management (Let Do)