

## **APPENDIX A**

Assessment Criteria of Knowledge Management  
Organization dimensions, sub-dimension, and ranges

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University  
All rights reserved

**Table A-1** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Structure

Dimension	Definition	Indicators	Value	Assessment
1. Structure - Hierarchical levels				
	Number	Levels of Organization Hierarchy	Many Middle Few	7 levels up 4-6 levels 3 levels
	Relevance	The dependency level of coordinators upon supervisor	High Middle Low	Accomplishing in all criteria Carrying out only 1 or 2 Failure to success at all criteria
- Decision right	Decisive authority	Decision-making procedures	Centralized	Decision-making procedures depend only on the owner or director.
			Empowerment	The policy of delegating decision-making authority and responsibility in several kinds of activities, such as productivity and quality improvement, and cost-reduction management, throughout an organization.
			Decentralized	The policy of delegating all, or as much as possible, authorities and responsibilities, except major consideration, to subordinates.

**Table A-1 (Cont.)** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Structure

Dimension	Definition	Indicators	Value	Assessment
- Application level			Company	This kind of structure is appropriated for organizations in company level.
			Business unit	This kind of structure is appropriated for organizations in business unit level.
			Project	This kind of structure is appropriated for organizations in project level.
- "K" roles	Identifying roles and responsibility of knowledge workers	Not strict in defining working staff" authorities	Definite	Identifying job description clearly, so that every staff has definitive authority and responsibility.
			Not definite	Identifying job description loosely, so that every staff has to perform multi-task, which will lead them to cultivate particular skill in several functions.

**Table A-2** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Culture

<b>Dimension</b>	<b>Definition</b>	<b>Indicators</b>	<b>Value</b>	<b>Assessment</b>
<b>2. Culture</b> - Proficiency	Efficiency, Proficiency, and knowledgeable			
	Talented admiration	Respecting talented staff in organization. 1. Supervisor usually appointed from group of skillful people 2. His competency normally is publicized within organization 3. The talented always has a better opportunity in being promoted more than others in organization	High Middle Low	Accomplishing in all criteria Carrying out only 1 or 2 Failure to success at all criteria
Applicability	Working Culture		Self-sufficient	Able to provide for oneself independently of others and doing job for survival
			Middle	Optimal between self-sufficient and systemic
			Systemic	Working systematically by using a planned, ordered and procedure under an agreed environment

**Table A-2 (Cont.)** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Culture

<b>Dimension</b>	<b>Definition</b>	<b>Indicators</b>	<b>Value</b>	<b>Assessment</b>
- Commitment	Promise or Agreement	<p>Organization commitment.</p> <ol style="list-style-type: none"> <li>1. A Strong belief in and acceptance of the organization's goals and value</li> <li>2. A willingness to exert considerable effort on behalf of organization</li> <li>3. A definite desire to maintain organizational membership</li> </ol>	<p>High</p> <p>Middle</p> <p>Low</p>	<p>Accomplishing in all criteria</p> <p>Carrying out only 1 or 2</p> <p>Failure to success at all criteria</p>
- Behavior	Interaction	Working behavior of people in organization	<p>Cooperation</p> <p>Both</p> <p>Competition</p>	<p>Mutually beneficial interaction among each others to create maximal value</p> <p>Cooperation and competition both occur in organization's behavior.</p> <p>Competitive interaction working behavior within staff</p>
- Atmosphere	Environment	Working atmosphere within organization	<p>Political</p> <p>Both</p> <p>Ideological</p>	<p>Staff grouping atmosphere, according to internal political preference, in order to obtain bargaining power in organization.</p> <p>Political and ideological both occur in organization's behavior.</p> <p>Ideal working atmosphere, no group has been formed in order to obtain bargaining power in organization.</p>

**Table A-3** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Systems

<b>Dimension</b>	<b>Definition</b>	<b>Indicators</b>	<b>Value</b>	<b>Assessment</b>
<b>3. Systems</b>				
- Learning Mechanism	Organization's learning mechanism	Learning levels within organization.	Doing again Minimizing effort Recombining	Doing repeatedly until right. (Trial and error) Doing until becomes skilled, so that effort can be minimized. Integrating particular knowledge in order to enhance the result.
- Coordination Mechanism	Human Resource's coordinating mechanism.	Coordination levels among organization staff.	Continuous shaping Rule Plan Mutual adjustment Group coordination	Doing continually until being skillful and accomplishing task perfectly. Coordination within organization keeps on in accordance with company's rules and regulation that have been prepared by its experts. Since number of employees increased from time to time, coordination within organization keeps on systematically. Meanwhile, at times should be directed by supervisor should occur. Coordination arises from mutual adjustment among staff. This kind of informal coordination is suitable for small organization. Coordination launches after coordinators become accustomed to each other.

**Table A-3 (Cont.)** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: Systems

<b>Dimension</b>	<b>Definition</b>	<b>Indicators</b>	<b>Value</b>	<b>Assessment</b>
- Assessment Mechanism	Organization's performance assessment mechanism.	Organization's performance appraisal process.	Role based	The assessment evaluates the employee's role and performance qualitatively, such as appraising sales staff the way they act and communicate with customers, how they handle when arguments arose, etc.
			Performance based	The assessment evaluates by comparing the result implemented with standard or target established.
			Person based	The assessment evaluates by using just the appraiser's personal opinion, without any standard or criteria.
- Use of ICT	Implementation of Technology in Organization			
Relevance	Technology implementation intensity in Organization	Concentration in implementing technology in organization.	High	Technology utilized intensely throughout organization.
			Low	Technology utilized slightly throughout organization
Purpose	Objective	Technology implementation in organization objective.	Creation	Technology utilized throughout organization in order to initiate innovation in products and production process.
			Sharing	Technology utilized throughout organization in order to facilitate knowledge sharing among staff.
			Application	Technology utilized throughout organization in order to accomplish routine tasks.



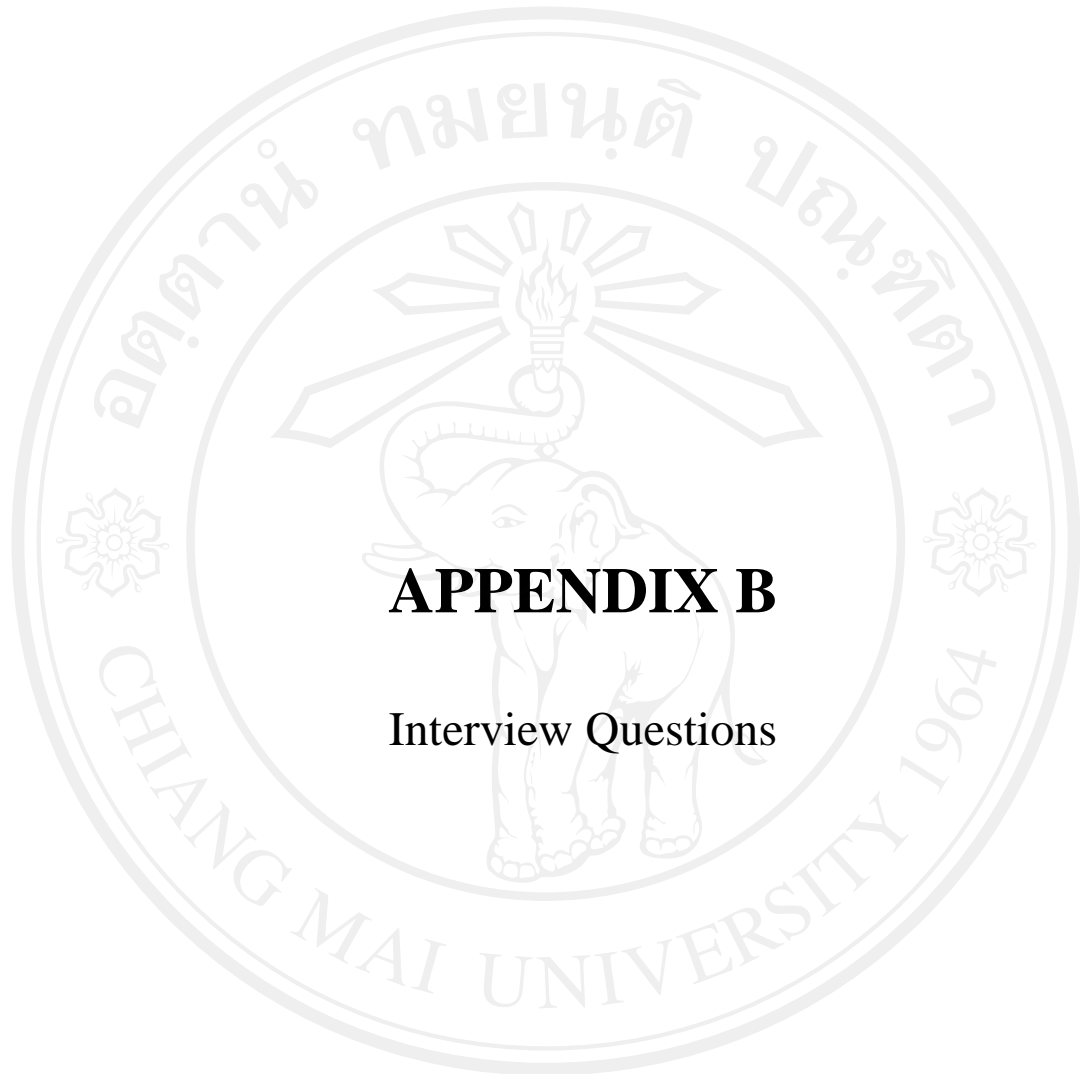
**Table A-4** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: KM Strategy

Dimension	Definition	Indicators	Value	Assessment
4. KM Strategy - Style of direction	Methods in directing and executing	Characteristics of leaders in organization	Designer	<ol style="list-style-type: none"> <li>1. Initiating company policies, strategies, and operating system</li> <li>2. Designing every single task within organization that is integrated with internal and external working environment</li> <li>3. Establishing organization vision, mission, and objective</li> <li>4. Developing learning process for people in organization</li> </ol>
			Steward	<ol style="list-style-type: none"> <li>1. Always identifying with human nature</li> <li>2. Consequently persuading all staff to share the same organizational, not personal, vision</li> <li>3. Trying to build up vision driven environment</li> </ol>
			Teacher	Encouraging people to achieve more accurate, insightful and empowering views of reality, fostering learning for everyone, not about teaching people how to achieve their vision. Help people throughout the organization develop systemic understanding



**Table A-4 (Cont.)** Assessment Criteria of Knowledge Management Organization dimensions, sub-dimension, and ranges: KM Strategy

<b>Dimension</b>	<b>Definition</b>	<b>Indicators</b>	<b>Value</b>	<b>Assessment</b>
- Organization aim	Objective of an Organization	Main organization objectives that have be accomplished	Shareholder oriented Employee oriented Customer oriented	Focused on profitability, which is shareholders' ultimate satisfaction Focused on employee satisfaction, which are incentive, benefit, motivation and courage Focused on customer satisfaction, by emphasizes in quality of products and services, novelties development, reasonable pricing policy, appropriate channel of distribution, effective marketing promotion and events
- KM process Emphasized	The major process in managing major knowledge	The main performing procedure in managing knowledge	Creation Sharing Application	The major knowledge management process is the effort in generating innovative knowledge and products The major knowledge management process is the matter of sharing knowledge among staff The major knowledge management process is the application of existing knowledge in order to accomplish tasks
- Knowledge Type	Realization Sort	Varieties fields of knowledge that encourages organizational competitiveness	Tacit Both Explicit	Knowledge predominantly acquired from personal wisdom rather than from text Knowledge equally acquired from personal wisdom and text Knowledge predominantly acquired from text rather than from personal wisdom
Source	Resource	Knowledge sources that encourages organizational competitiveness	Internal Both External	Essential sources of knowledge provided from internal Essential sources of knowledge provided from both internal and external Essential sources of knowledge provided from external



## **APPENDIX B**

Interview Questions

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University

All rights reserved

**Table B-1** Interview Questions

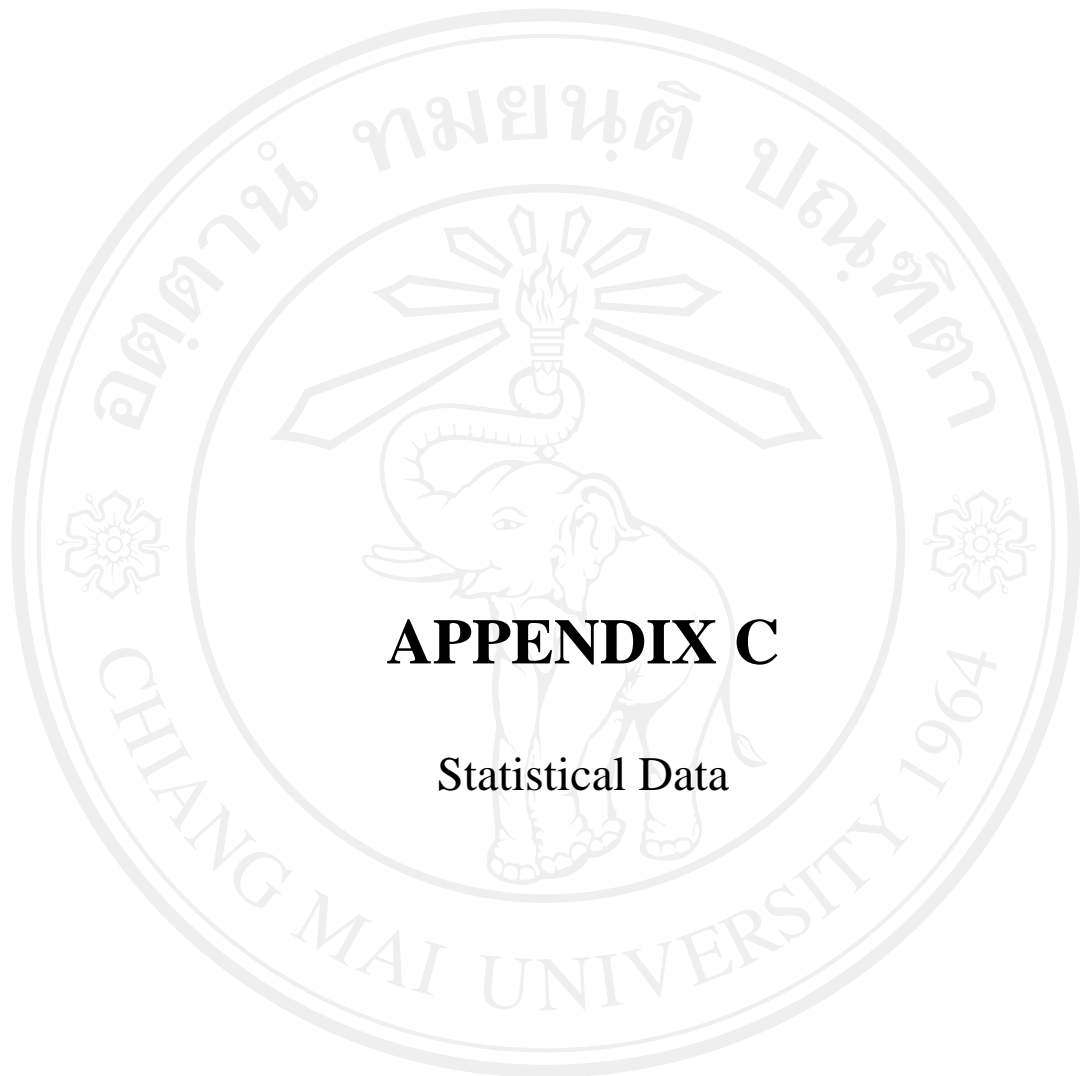
Questions	Sub-dimensions
How many hierarchical levels are there in your organization?	Hierarchical levels (number)
How does everyone follow the supervisor's direction? Is there anyone who disobeys or opposes?	Hierarchical levels (relevance)
What is the organization policy? Does everybody have knowledge about it? How do they perform according to the policy?	Hierarchical levels (relevance)
During working hours, all results have to be informed to the supervisor. Does everybody follow the guidelines indicated, or not?	Hierarchical levels (relevance)
Could you illustrate the decision-making behavior under several circumstances, such as waste from the production process, company's financial status, raw material purchasing, personnel management, and customer management, etc.?	Decision rights
How does the business owner or leader participate within the organization?	Decision rights
What kind of participation do staff have in decision making?	Decision rights
What kind of business structure do you have, business unit, or project?	Application level
Have job descriptions for every member of staff been established? How clear are they?	Knowledge worker roles
Can staff in your organization wear several hats? How can they do that?	Knowledge worker roles
What is your criterion in selecting a supervisor?	Proficiency (relevance)
If there is a proficient staff in your organization, how can you make him become recognized throughout the company?	Proficiency (relevance)
How does your organization deal with the proficient? Is there any difference in undertaking between him and others?	Proficiency (relevance)

**Table B-1** (Cont.) Interview Questions

Questions	Sub-dimensions
How systematic is your company's operation? Is there any underlying plan for each operation or does everyone work individually just to keep oneself surviving?	Proficiency (applicability)
Is there anything in common between company policy and your working target, and how?	Commitment
If your staff have to work overtime and don't get well paid, what are their attitudes towards organization?	Commitment
Have you or your staff ever scandalized the organization? Do you want to keep up with the organization as long as possible?	Commitment
Could you describe staffs' working behavior in your organization?	Behavior
Is there any mutually beneficial interaction among coordinators in order to create maximum value? Or is there any competitive atmosphere within the working environment?	Behavior
Could you describe the working atmosphere in your organization?	Atmosphere
Is there any situation like staff grouping atmosphere in order to obtain bargaining power in organization?	Atmosphere
Could you describe the owner or director's directing style or method?	Style of direction
What is the most important organization aim?	Organization aim
Could you tell us about the staffs' efforts in creating innovation and knowledge for the organization, in sharing knowledge within staff, and in using the based knowledge to maximize daily working performance?	KM process Emphasized
Among initiating novel knowledge, knowledge sharing within organization, and utilizing current knowledge in daily task, which one do you focus on most?	KM process Emphasized

**Table B-1** (Cont.) Interview Questions

Questions	Sub-dimensions
If there is an assignment from a customer to create a new product, or if you just innovated a new product, How can you create a learning process for this task?	Learning Mechanism
What have you learned from developing the new product to be successful, how can you do that?	Learning Mechanism
Could you describe the coordinating process from establishing the organization the beginning to the present?	Coordination Mechanism
How can you appraise your coordinators? What is your assessment criterion?	Assessment Mechanism
How do you apply information technology in your organization?	Use of ICT
What is the main objective in applying information system throughout the organization?	Use of ICT
How can experienced staff participate in the organization's operation?	Knowledge (type)
How does the organization rely on knowledge, from text or from staffs' personal wisdom?	Knowledge (type)
How can your intensely organization perform the operation according to the text?	Knowledge (type)
Where do sources of knowledge come from? (internal source or external source)	Knowledge (source)
Do you have any knowledge training within organization? How?	Knowledge (source)
Do you allow your staff to obtain knowledge from external sources? How?	Knowledge (source)



## **APPENDIX C**

Statistical Data

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University

All rights reserved

**Statistical Data****Table C-1 Age**

Unit: Years

Maximum	65
Minimum	19
Average	40.63
Standard Deviation	7.86

**Table C-2 Hometown**

Place	Number	%
Chiang Mai	224	94.1
Lamphoon	7	2.9
Lampang	4	1.7
Chiang Rai	3	1.3
Total	238	100.0

**Table C-3 Working duration**

Unit: Years

Maximum	25
Minimum	1
Means	7.73

**Table C-4 Educations**

Educations	Number	%
Primary Level: Grade 4	184	77.3
Primary Level: Grade 6	29	12.2
Secondary Level: Grade 9	18	7.6
Secondary Level: Grade 12	5	2.1
Bachelors	2	0.8
Total	238	100.0



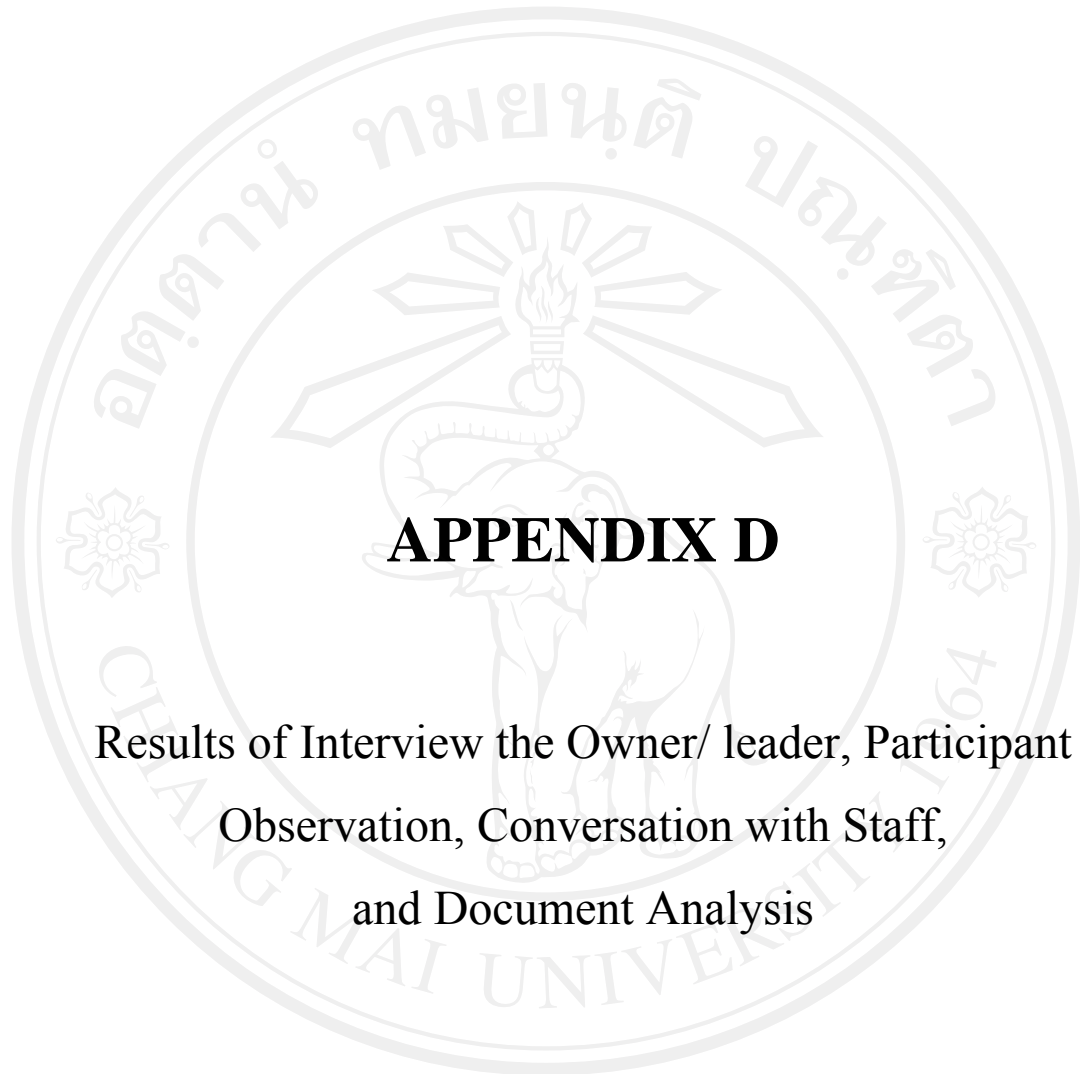
**Table C-5** Distance from living place to workplace

Unit: Meters

Maximum	8,000
Minimum	500
Means	1,370

**Table C-6** Transportation method

Transportation method	Number	%
Riding Motorcycle	194	81.5
Riding Bicycle	29	12.2
Walking	15	6.3
Total	238	100.0



## **APPENDIX D**

Results of Interview the Owner/ leader, Participant  
Observation, Conversation with Staff,  
and Document Analysis

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University

All rights reserved

**Knowledge Management Organization Model of Thai Community Business**

(M1: Interview the Owner/ leader, M2: Observation, M3: Conversation with staff, M4: Document)

**Organization 1: Thai Tatami**

**Table D-1** Results of Structure In-depth study (Thai Tatami)

	<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Hierarchical level</b>					
<b>1.1 Number:</b> The organization consists of 3 levels: Owner, Factory manager and Head of Department				√	Few
<b>1.2 Relevance</b> consists of 3 issues:	√				Accomplished in all criteria: High
1.2.1 <u>Paying attention to supervisors' directive</u> (result: satisfactory accomplished)					
- Owner said "All staff give respect to me and follow my orders as well." - Staff said "I do respect to boss because I have a trust in her. My boss wants us to produce the high quality products for high sales. If our company's financial status is good, we're going to get high return. I've been working here for a long time so working here seems to be one part of my life." - From the observation, all staff respected and followed leader's order. For example, when QC department manager asked his staff to bring product from the office, staff was willing to do so immediately.	√	√	√		
1.2.2 <u>Keeping up with company policy</u> (result: satisfactory accomplished)					
- Owner said "Our company policy focused on quality not quantity, and all staff followed satisfactorily. I did not force them to focus on speed, but wanted them to pay most attention to their job." - Staff said "Everyday I put all the best in my job. I am a sewing-man so I have to sew as good as I can without any reject from QC department." 1.2.3 <u>Operation must be implemented according to hierarchical level</u> (result: satisfactory accomplished)	√				
- The observation found that staff informed production problems and results directly to their department leader without crossing over organization structure. Staff did not contact with other department leader directly.		√			
- Staff said "Here, we have an obvious organization structure; all staff realized whom their supervisors were. So when I have problem I know who's the first to inform and to consult"			√		

**Table D-1** (Cont.) Results of Structure In-depth study (Thai Tatami)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Decision right</b></p> <ul style="list-style-type: none"> <li>- Owner said “All issues are divided into important and non-important issues. In terms of non-important issues, such as defects that staff can rework by themselves, they can make a decision by themselves immediately. But in case of important issues, such as defects that never occurred before, they have to wait for factory manager or me to decide.”</li> <li>- Production Staff said “Everything in factory depends upon manager and the owner. I do not have any decision authority.”</li> <li>- From the day we observed, we found out that while a staff wanted to move raw materials in stock, she asked the office staff whether she could move or not. Then the officer told her to keep everything unmoved and wait for the owner.</li> <li>- Staff said “In some case like switching to a new raw material supplier or acquiring a new higher quality printer, I do not have any right to make decision. All I have to do is responsible for routine job.”</li> </ul>	√	√	√		Centralized
<p><b>3. Application Level</b></p> <ul style="list-style-type: none"> <li>- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.</li> </ul>	√	√			Company
<p><b>4. ‘K’ Roles</b></p> <ul style="list-style-type: none"> <li>- Owner said “Our policy, one person multiple tasks, is preparing each staff to be applicable for every function in the factory.”</li> <li>- From the observation, staff could be responsible for several tasks. Some staff that has been working for a long time could even handle all operations in factory, as they’ve learned from their colleagues. Therefore, if any staff is absent, the process could still keep going. This is an advantage of one person multiple tasks policy.</li> <li>- From the observation, in the morning a staff worked in cutting process then in the afternoon he moved to weaving process.</li> <li>- Staff said “Even though I am a designer, but I also have chance to deal with marketing. It is a good experience for me.”</li> </ul>	√	√	√	√	Not definite

Table D-2 Results of Culture In-depth study (Thai Tatami)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Proficiency</b></p> <p><b>1.1 Relevancy</b> consists of 3 issues:</p> <p>1.1.1 Supervisor is usually be appointed from group of skillful people (result: unsatisfactory accomplished)</p> <p>- Owner said “Here, selecting a leader based on several criteria such as working age, education background and job characteristics. But the most important factor is working age, along with ability in handling problems.”</p> <p>1.1.2. Staff’s competency is normally being publicized within organization (result: unsatisfactory accomplished)</p> <p>- Owner said “Proficiency is difficult to measure since tasks are varied, such as cutting mat, sewing, so it is very difficult to compare. Everybody is an expertise in their assignment. I used to consider about “the best staff of the month” campaign in order to motivate them. But that’s just an idea!”</p> <p>- From the observation, I did not see any announcement board that illustrated the ability of excellent staff.</p> <p>1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: unsatisfactory accomplished)</p> <p>- Staff said “Here, every year an award is presented to staff who worked honestly and devoted for company”</p> <p>- Owner said “At the end of the year, staff qualified are rewarded. They were not selected from proficiency or ability of work, but according to criteria of devotion and honesty.”</p> <p><b>1.2 Applicability</b></p> <p>- From the observation, the staff still needed to be supervised from the owner. They can not start up new assignment or work on their own idea.</p> <p>- All staff were attentive and concentrated on their job. Once they finished with their own jobs, they were willing to give a hand on others without any request.</p>	✓	✓	✓	✓		Unaccomplished in all criteria: Low
		✓	✓			Systemic

**Table D-2 (Cont.)** Results of Culture In-depth study (Thai Tatami)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><u>2.1 A Strong belief in and acceptance of the organization's goals and value</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said "The accordance of organization's target and norm is depended on staff's individual target. If the staff realizes what sufficiency means, they can work here with happiness."</li> <li>- Staff said "Everyday I do my job best for example I am a sewer so I have to sew as good as I can without return work from QC department."</li> </ul> <p><u>2.2 A willingness to exert considerable effort on behalf of organization</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "I am willing to work overtime even without getting any OT paid. Here is my family, several staff live in the dormitory provided, so that they don't have to pay for monthly rent, electricity and water. Some staff are working here more than 10 years."</li> <li>- From the observation, while it was 3 PM and the rain began to fall, staff ran to pick reed shine that have been exposed outdoor. Although at that moment was their afternoon break, they care more about protecting the reed material.</li> <li>- Accounting Staff said "I am willing to work overtime even though I do not get any incentive. It used to happen last time when we set up new accounting systems. It is my responsibility, so I am willing to do whatever is the office job."</li> </ul> <p><u>2.3 A definite desire to maintain organizational membership</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said "I never heard any staff gossip about our company. Before the work started, I used to tell everyone that if you've heard any gossip, just calm down and think twice. If company is not really good, how come most of staff have been here for a long time?"</li> <li>- From the observation, we found that none of staff shared their attitude towards organization pessimistically. They said "Here is comparable to our granary, so we must behave honestly. I love to be here as long as I can."</li> </ul>	✓	✓	✓		Accomplished in all criteria: High



Table D-2 (Cont.) Results of Culture In-depth study (Thai Tatami)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>3. Behavior</b></p> <ul style="list-style-type: none"> <li>- Owner said “There is no competition atmosphere among staff because I did not assign them any target. On the other hand, they pay high cooperation in working environment. They teach and share a lot.”</li> <li>- From the observation, there were several approaches of collaboration. Some works, such as marking mat, have been done by 4 staff, so staff work together in well cooperation. Moreover, they asked their colleagues that “Are you tired? Do you want to change your duty with me?”</li> <li>- From the observation, staff are willing to help each other such as sometimes a guard on duty comes to assist the production line.</li> </ul>	√	√			Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- Owner said “Now we do not have any political opposition in organization. Long time ago, staff broke up into many groups. As this problem occurred in the office, I used to split them up into separate room. Now those days are gone, all office staff work together in one room. This policy has established unity among staff.”</li> <li>- Staff said “Here we have no politics in work. We work as a team according to organization structure. We do help each other. We have few people in office, so we have lunch together everyday.”</li> </ul>	√		√		Ideological



**Table D-3** Results of Systems In-depth study (Thai Tatami)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Learning Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said ‘It is very easy if customer could provide us a design pattern, but sometimes what we have is just a picture. We have to do the creating of all patterns by ourselves. Moreover, we have to find thread color that exactly match customer’s requirement. We have been in this business for long time that we know we should create a set of core basic process in order to facilitate the production process for whatever products are. I always tell our designer to develop product based on what basic materials we have and not too complicated in producing.’</li> <li>- Staff said ‘‘All sewing staff do have basic sewing skill. Whatever the new design is, we can shape or apply our skills to that new product easily.’’</li> <li>- Designer said ‘‘I am a product designer, so I have to pay attention to everyone in organization. Due to my product design, every process should be easy to produce.’’</li> </ul>	√		√ √		Continuous shaping
<p><b>2. Coordination Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said ‘In case of Japanese staff, there is a slight problem of coordination. I wish there’ll be more coordination between Japanese staff and Thai staff. For Thai staff, the coordination is in formal way.’’</li> <li>- From the observation, the communication is informal. The coordination within the company has either rule or regulation. Most staff became accustomed to each other very well.</li> </ul>	√	√			Mutual adjustment
<p><b>3. Assessment Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said ‘‘Everyday the foreman hands a production report to me but the report sometimes is not reliable. So I have to check inside the factory. Up until now, we still have no appropriate assessment system. Actually, I think such a system like ISO is needed but my father still disagrees because as far as he knew there’re plenty of documents to deal with.’’</li> <li>- Department supervisor said ‘‘Long time ago, I used to be an assessor but now I do not know who the assessor is.’’</li> <li>- Personnel staff said ‘‘The assessors are the owner and me. The Criteria are working attendance and working behavior.’’</li> </ul>	√		√ √		Personal based

**Table D-3** (Cont.) Results of Systems In-depth study (Thai Tatami)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>4. Use of ICT Relevance/ Purpose</b></p> <ul style="list-style-type: none"> <li>- Owner said “Here, we use IT in the daily routine work.”</li> <li>- The interview revealed that staff used IT in day-to-day operation such as accounting transactions, stock transactions, purchasing transactions and E-mail to customers. They also used Photoshop, 3D, Corridor and CAD in designing product, but did not use any IT in factory.”</li> </ul>	√	√				Low/ Application

**Table D-4** Results of KM Strategy In-Depth study (Thai Tatami)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- Owner said “Here, everything is managed under my experience. We are a small company so I do not think that owner must come to sign a document only. I want to be familiar with my staff, understand their living status, and acknowledge their trouble.”</li> <li>- Staff said “Here we live and work together like a family. When I have problem, I can directly talk to her. Meanwhile, she can also be my good counselor.”</li> <li>- From the observation, the owner is still the only one who established company vision, set up all policies, and designed working process for organization.</li> </ul>	√	√	√			Designer
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Owner said “Now I primarily focus on customer. I try to generate sales growth. At the same time, I also pay attention to my staff. But in such an economics situation, customer is the first priority.”</li> <li>- Staff said “Now we focus on marketing activities such as product analysis and generating sales.”</li> </ul>	√		√			Customer oriented

**Table D-4** (Cont.) Results of KM Strategy In-Depth study (Thai Tatami)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- From the observation, in each department there's job training among staff in order to build up multiple skills.</li> <li>- Staff said "Here we have knowledge sharing between leader and staff constantly from the time they have joined with our company and as long as they're still working here. I do not mind if I have to share my knowledge with others because I think the more knowledge I share, the higher revenue our company will get."</li> </ul>		√	√		Knowledge Sharing
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- According to the document, there are 14 from total 35 persons who have been working here for more than 10 years. So the experienced staff play great part in the success of organization.</li> <li>- From observation, every function has been implemented without any written manual or document. The company relies on staff' proficiency.</li> </ul>		√ √			Tacit
<p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Owner said "When I acquired new knowledge, I tried to share to my staff by walking through the factory and share with them. In case of new staff, staff will be trained by department leader before start working. Next, if there's any useful training outside the company, I always send the related staff to join that training."</li> <li>- Design staff said "Sources of my knowledge came from magazines, internet and customers. Internet is the most important resource for me. I do search new trend, marketing research from internet."</li> </ul>	√		√		Both

## Organization 2: Baan Benjawan

Table D-5, Results of Structure In-Depth Study (Baan Benjawan)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 2 levels: Owner and Manager.		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues: <b>1.2.1</b> <u>Paying attention to supervisors' directive</u> (result: satisfactory accomplished) - Owner said "Workers always perform the tasks every time I asked them to. However, I gave an instruction through the supervisor, not directly to the worker." - From the observation, when there's any problem raised, staff reported to the owner or his son who is also production manager. <b>1.2.2</b> <u>Keeping up with company policies</u> (result: satisfactory accomplished) - Owner said "There are 3 company's policies. 1) Quality policy. We are using "The Standard of Thai community products" or มาตราผลิตภัณฑ์ชุมชนไทย (มทช.). We always notify our workers to keep in mind that our business will be successful as long as we can keep up with standard. Therefore, every ingredient needed to be weighted and temperature checked. 2) Safety policy. Since we use gas in the production line, we have to be very careful. It must be turned off after work every day. 3) Cleaning policy. Every Saturday, the working hour starts 1 hour earlier in order to clean up the factory. Though our factory is small but we are very proud of it. This cleaning scheme was commenced since there are visitors and customers visited our factory, and makes us often on the television." - From the observation, even the owner was not in the factory, the workers still kept up with the company's policies very well, especially the cleaning policy. They always reminded each others to turn off gas after work. The working area was regularly cleaned and checked from time to time. - During the observation, everybody followed the instruction and policies. For example, they informed the supervisor if there was shortage of gloves or the color did not match the specification.	√	√			Accomplished in all criteria: High	

**Table D-5** (Cont.) Results of Structure In-Depth Study (Baan Benjawan)

Results		M 1	M 2	M 3	M 4	Conclusion
1.2.3 Operation must be implemented according to hierarchical level (result: satisfactory accomplished)		√				
<ul style="list-style-type: none"> <li>- Owner said “When problem occurred, workers had to report their supervisor since I am not in the factory all the time.”</li> <li>- During the observation, everybody followed the instruction and policies. For example, they informed the supervisor if there was shortage of gloves or the color did not match the specification.</li> </ul>	√	√				
<b>2. Decision right</b> <ul style="list-style-type: none"> <li>- Owner said “I’m the one who make the decision in ordering paraffin (main ingredient which is very expensive). We usually keep the stock not more than 300-400 kg. Therefore, I have to decide each time the amount ordered. Supervisor will let me know when there are only 4-5 sacks left. However, for minor issues, such as drinking water, supervisor is the one who takes care of stock. I’m responsible for ingredients purchasing, accounting, and customers.”</li> <li>- From the observation, workers can make a decision regarding defect products. Since it can be recycled, defect candles are not a big issue.</li> </ul>	√	√				Centralized
<b>3. Application Level</b> <ul style="list-style-type: none"> <li>- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.</li> </ul>	√	√				Company
<b>4. “K” Roles</b> <ul style="list-style-type: none"> <li>- Owner said “The workers can work in different positions, but they still have their major responsibility.”</li> <li>- From the observation, workers can work in different jobs. After coloring candles in the morning, they do molding and ironing candles in the afternoon. They can switch to other positions when needed.</li> <li>- Staff said “It is good that we can work in many positions, If somebody is absent, we could take his place immediately.”</li> </ul>	√	√	√			Not definite



**Table D-6** Results of Culture In-Depth Study (Baan Benjawan)

Result	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Proficiency</b></p> <p><b>1.1 Relevance</b> consists of 3 issues:</p> <p>1.1.1 <u>Supervisor is usually appointed from group of skillful people</u> (result: unsatisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “Supervisor does not have to be very smart. We prefer the one who has been working with us for a long time and possesses leadership personality.”</li> </ul> <p>1.1.2. His competency is normally being publicized within organization (result: unsatisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “We used to set the target unseriously for each group and even each worker. The target was just facilitating us to estimate the delivery time, but not to measure the capability.”</li> <li>- Owner said “We do not announce or put the name of the high performance worker on board, but we yearly reward them instead.”</li> <li>- From the observation, there was no announcement board of honored employees.</li> </ul> <p>1.1.3 <u>The talented always has a better opportunity in being promoted more than others in organization.</u> (result: unsatisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “We treat everyone the same. Bonus, which depends on an absence without leave, has been rewarded two times a year.”</li> <li>- Owner said “The salary will be raised 10% for the hard-working and responsible staff.”</li> </ul> <p><b>1.2 Applicability</b></p> <ul style="list-style-type: none"> <li>- From the observation, the staff still needed to be supervised from the owner. They can not create new things or work by their own.</li> <li>- All staff are attentive and concentrated on their responsibility. Once they’ve finished their own tasks, they will switch to other new tasks without asking.</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>			<p>Unaccomplished in all criteria:</p> <p>Low</p> <p>Systemic</p>

**Table D-6 (Cont.) Results of Culture In-Depth Study (Baan Benjawan)**

Result	M1	M2	M3	M4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><b>2.1 A Strong belief in and acceptance of the organization's goals and value</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said "Company and staff policies have to be in the same direction, and that makes them understand what the current situation is. That's why they are still OK even if there's no bonus last year, and that made them willing to help the company to earn more profit. We usually have a meeting on every 16th of each month to emphasize on how we can reduce the cost and minimize the waste."</li> <li>- Staff said "Here's our job, so we would like to get the good quality products. If the business is good, we can earn more money to support our families."</li> <li>- Supervisor said "At this time, we have to cut down all costs such as electric and gas bills and meanwhile minimize the defect products."</li> </ul> <p><b>2.2 A willingness to exert considerable effort on behalf of organization</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said "The workers are willing to help without pay. During the Buddhist Lent which was not their work day, I asked them to help make Buddhist candle. Everyone came without asking for any money."</li> <li>- Owner said "There are several times that we have to work overtime. Sometimes we finish order after 6 pm and workers do not want the OT payment. They said it is only one hour and just packing. I am confident that even if I had no money to pay OT, everyone is willing to help."</li> <li>- When asked "If you have to work overtime without pay, will they want to do?" Most staff are willing to do so since they know that the owner has been very kind to them. They work as a family. When there is rush order, they will come early in the morning and have a quick lunch.</li> <li>- From the observation, I saw some staff having a lunch break only half hour due to the rush order.</li> </ul>	✓	✓	✓	✓	Accomplished in all criteria: High



**Table D-6** (Cont.) Results of Culture In-Depth Study (Baan Benjawan)

Result	M 1	M 2	M 3	M 4	Conclusion
<p><b>2.3 A definite desire to maintain organizational membership</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “I never heard staff talk bad about the company. They sometimes speak ill of the others but I told them to obey the supervisor. I will ask my staff every time before any action.”</li> <li>- Staff said “When candle business was booming, there was offer to work with other company but I did not go because I love it here. I did not want to betray the owner.”</li> <li>- Staff said “We all want to work here as long as we can. We are not young and not sure if we can apply for other new jobs. Besides, we live around here.”</li> <li>- Staff said “I never heard anyone talk bad about the company. The owner is very kind. We can talk with him if we have problems or short of money.”</li> </ul>	√		√ √ √		
<p><b>3. Behavior</b></p> <ul style="list-style-type: none"> <li>- Owner said “We work as a team here. There is no flatterer. Even the housekeeper, sometimes has to help make candles. And when there are a lot of guests coming, staff have to welcome the guest without asking.”</li> <li>- From the observation, I saw the help for difficult task such as color mixing. A worker could not get the right shade and another one came and helped mixing.</li> <li>- There is a staff that is very skillful. He not only concentrates on his own job but will keep asking others how the work has been done. This shows that they support each other.</li> </ul>	√	√ √			Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- Owner said “We used to have 50 people work here but now we have only a little more than 10 people. We get along very well.”</li> <li>- From the observation, I found out that they can work harmoniously and peacefully.</li> </ul>	√	√			Ideological

Table D-7 Results of Systems In-Depth Study (Baan Benjawan)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Learning Mechanism</b></p> <ul style="list-style-type: none"> <li>- Staff said “The owner makes the sample by himself. Then he will teach us how to do since the making process is the same for all candles; color mixing, wicking, molding, etc. We can memorize without taking notes.”</li> <li>- Staff said “It does not take much time to do new product. Especially if the customer bring the sample, it will be very easy. We can make exactly as the sample.”</li> </ul>			✓ ✓			Continuous shaping
<p><b>2. Coordination Mechanism</b></p> <ul style="list-style-type: none"> <li>- From the observation, the organization is small and there is no department, the communication is informal. The coordination within the company has neither rule nor regulation. Most staff can get used to each other very well.</li> </ul>		✓				Mutual adjustment
<p><b>3. Assessment Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said “I performed the assessment by myself. The hard-working staff will get 10% raise. I also put job responsibility and delivery time into my consideration.”</li> <li>- The assessment is not measured in number of the product but in a whole picture. The decision is made by the owner.</li> </ul>	✓	✓				Person based
<p><b>4. Use of ICT</b></p> <p><b>Relevance/ Purpose</b></p> <ul style="list-style-type: none"> <li>- From the observation, ICT is being used just to finish daily tasks, not for strategic work.</li> <li>- Owner said “We use ICT to make pictures on the candles, barcode, POS, logo and use Excel to calculate the production cost. Publisher and Word are used to send e-mail.”</li> </ul>	✓	✓				Low/ Application

**Table D-8** Results of KM Strategy In-Depth Study (Baan Benjawan)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- Owner said “The staff called me “father” and Mrs. Benjawan “mother”. I run the company with democracy.”</li> <li>- From the observation, staff are not involve in setting up company direction. As they did not have high education, so they are comfortably following the orders.</li> <li>- From the observation, they worked as part of the family. If they have problem, they can consult the owner anytime. The owner also puts his trust in the staff. He let them take care of the company while he’s on trade fair. Owner is the only one who sets the vision, policy, and the product design.</li> </ul>	√	√ √				Designer
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Owner said “I do not pay much attention to shareholders. On the other hands, I am concerned more about how to get the business run. Most of the time I put more of my concentration on customers and generated cash flow to support the business. We have to cut cost as much as we can in order to survive in the business.”</li> <li>- From the observation, the company joins only the potential exhibition fair.</li> </ul>	√	√				Customer oriented
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- Staff said “Most of our time is spent on producing products according to orders, and that makes us not have enough time to design new items. Moreover, as we stay just in the factory, our creativity has been uninspired. Sometimes we could design some products but most ideas come from the owner.”</li> <li>- Owner said “First, I teach workers by myself, and then they can learn from each others during the work.”</li> </ul>	√		√			Knowledge sharing

**Table D-8** (Cont.) Results of KM Strategy In-Depth Study (Baan Benjawan)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Owner said “More than 70% of workers have been with us for a long time. They learned from experience. No book, no paper.”</li> <li>- From the observation, all jobs were done without any written manual or paper. The workers finished the task by using their own capability and knowledge.</li> </ul> <p><b>Sources</b></p> <ul style="list-style-type: none"> <li>- Staff said “The owner will teach us how to make new items or new design.”</li> <li>- Owner said “I will teach them new things such as packing. I will show and teach them how to do.”</li> <li>- Owner said “I have attended all the course works from “Export for Beginner” to “Young Designer” I want to get new fresh ideas. I am familiar with everyone at the Export Promotion Department.”</li> </ul>	<p>✓</p>	<p>✓</p>				<p>Tacit</p> <p>Both</p>

### Organization 3: Baan Celadon

Table D-9 Results of Structure In-Depth Study (Baan Celadon)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 3 levels: Owner, Manager, and Head department.		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues:						
1.2.1 <u>Paying attention to supervisors' directive</u> (result: satisfactory accomplished)		√				
- Owner said "The staff are very obedience. I should be sad if they don't listen to me."						
- Staff said "We eat rice from the same pot, so we listen to him."						
1.2.2 <u>Keeping up with company policy</u> (result: satisfactory accomplished)		√		√		
- Owner said "According to our policy, this place is neither a factory nor company, but it is our second home. We did not sell labor work but our local wisdom."						
1.2.3 <u>Operation must be implemented according to hierarchical level</u> (result: satisfactory accomplished)			√			
- From the observation, when there's any problem, the staff will discuss with the supervisor. For example, sales staff consults the supervisor almost every time before giving discount.						
<b>2. Decision right</b>		√				Decentralized
- Owner said "When we were small in size, all the decisions depended on me. Now we are bigger, I have to delegate my authority to the managers. Production manager is responsible for all the works such as new technique, production waste, etc. Marketing manager is responsible for sales and showroom with a right to make a discount decision. Only some cases that the manager has to call me for the decision. Most of the time, I just observe them working."						
- From the observation, the production manager has authority in making decision in factory. When problem rises, they inform him and he will solve the problem by himself.			√			
- Staff said "We reply to customer's e-mail by coordinating with the production staff to get the information."				√		

**Table D-9** (Cont.) Results of Structure In-Depth Study (Baan Celadon)

Results	M1	M2	M3	M4	Conclusion
<p><b>3. Application Level</b>                      - Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.</p>	√	√			Company
<p><b>4. “K” Roles</b>                      - Owner said “Each task requires high skills. Therefore, it is difficult in assigning other jobs for the staff.”                      - From the observation, all jobs require high skill. Staff has to know how to operate the machine in order to prepare the clay. Each position needs particular skill and experience, such as painting and burning. They cannot swap with others’ position.</p>	√	√			Definite



**Table D-10** Results of Culture In-Depth Study (Baan Celadon)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Proficiency</b>		✓				Accomplished in one criteria: Middle
<b>1.1 Relevance</b> consists of 3 issues: 1.1.1 Supervisor usually appointed from group of skillful people (result: unsatisfactory accomplished) - Owner said “Trustworthy and devotion are criteria in selecting a supervisor. Since I am not always in the factory, I have to rely on the one we can trust.” 1.1.2. His competency normally being publicized within organization (result: unsatisfactory accomplished) - Owner said ‘It’s very hard to decide who’s going to be rewarded. Our staff are all being good at their work. Even the mold maker is doing a good job. So we focus on how good they are instead of how proficiency they are, such as rewarding the one who has been with us for 10 years.” 1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: satisfactory accomplished.) - Owner said “We have policy in rewarding anyone who can develop new approach in improving working process. For example, the worker who designed a machine that can work faster and better was rewarded recently. This will encourage him to be more devoted in his work.”	✓					
<b>1.2 Applicability</b> - From the observation, staff still need to be supervised from the owner, especially in marketing and customer’s fulfillment. They can not manage or work by their own under such a situation. - All staff are attentive and concentrate on their job. Once they finish their own jobs, they will look for another new task without asking.		✓	✓			Systemic



**Table D-10** (Cont.) Results of Culture In-Depth Study (Baan Celadon)

	<b>Results</b>	<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>2. Commitment</b> consists of 3 issues:</p>	<p><u>2.1 A Strong belief in and acceptance of the organization's goals and value</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said "Our policy and goal is producing good quality products with happiness. I believe that all my staff try their best for company."</li> <li>- From the observation, the staff who prepared the clay is very deliberate and concentrated on his work. In his notebook, he wrote notes to remind himself such as –always makes good quality clay to be enough for others to produce products. He always introduces new ideas in improving the machine which can be made locally. His goal, to work efficiently, also corresponds with the company's.</li> </ul> <p><u>2.2 A willingness to exert considerable effort on behalf of organization</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "We are willing to work without OT pay because the owner is always very nice to us."</li> <li>- Sale staff said "We are willing to stay until the customer leave even if we don't get OT."</li> <li>- From the observation, when there is no work, the staff will find something to do, such as cleaning up the display products.</li> </ul> <p><u>2.3 A definite desire to maintain organizational membership</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "Most of us want to work here as long as we can. We are very happy here, so we do not want to leave. The owner provides us everything."</li> <li>- Staff said "We are all very happy. The owner gives us everything he can give. We do not want to leave."</li> </ul>	✓	✓	✓	✓	Accomplished in all criteria: High
<p><b>3. Behavior</b></p>	<ul style="list-style-type: none"> <li>- From the observation, when the worker finished his job, he went to help the others without any reluctant. He said "We work together, so we have to help each other."</li> </ul>		✓			Cooperation
<p><b>4. Atmosphere</b></p>	<ul style="list-style-type: none"> <li>- Owner said "The workers here are like friends, like brothers. There is generosity and harmony among us."</li> <li>- Staff said "We do not take any side here. We have unity."</li> </ul>	✓		✓		Ideological

**Table D-11** Results of Systems In-Depth Study (Baan Celadon)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Learning Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said “In the past, we didn’t know how to make mold. We start learning by trial and error. We let our staff to try in order to find the best solution. Finally, we are able to get it right.”</li> <li>- Staff said “After joining several exhibition fairs, we know how to prepare ourselves such as what items to bring for sales, how to choose transportation company and how to make a claim, etc.”</li> </ul>	√		√			Continuous shaping
<p><b>2. Coordination Mechanism</b></p> <ul style="list-style-type: none"> <li>- Staff said “There is coordination between sales and production department. We get orders from customers and coordinate with the production manager.”</li> <li>- From the observation, since the organization is quite big with 2 factories at Samkampang and Doi Saket and divided to department, the communication is formal. The coordination within the company is established according to organization chart.</li> </ul>		√	√			Plan
<p><b>3. Assessment Mechanism</b></p> <ul style="list-style-type: none"> <li>- Owner said “I perform the assessment by myself. I usually discuss with department manager but we don’t use formal assessment form. At the end of the year, everyone will get the same wage raise at the same rate and an extra incentive for anyone who has an outstanding performance throughout the year.”</li> </ul>	√					Person based
<p><b>4. Use of ICT Relevance/ Purpose</b></p> <ul style="list-style-type: none"> <li>- Owner said “At the moment, we use IT only for issuing purchase order and e-mail corresponding. In the future, we plan to use more IT in managing inventory since we have more stocks every year, which seemed to be very difficult to handle.”</li> </ul>	√					Low/ Application

Table D-12 Results of KM Strategy In-Depth Study (Baan Celadon)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- Owner said ‘I’m the one who established the company’s direction, but I always listen to staff comment. We focus on the quality first.’”</li> <li>- From the observation, I found out that they work like a big family. The Owner assigns the overall concept since he is the one who is in touch with customers and understands customers’ needs.”</li> </ul>	√	√			Designer
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Owner said “Customers are our first priority. We pay attention to our work in every detail, as we want them to be impressed. We are very proud of our LANNA local wisdom.”</li> </ul>	√				Customer oriented
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- Staff said “The more we teach the others, the more we learn.”</li> <li>- Production manager said “We have to teach each other about the job description, especially about the kiln, since it is very important process.”</li> <li>- From the observation, the workers seemed to be willing to instruct the newcomer. There is a new worker that did not know how to paint at all. But from the help from the co-worker, he can finish his assignment successfully.</li> </ul>		√	√		Knowledge sharing
<p><b>4. Knowledge</b></p> <p><b>Type</b></p> <ul style="list-style-type: none"> <li>- Owner said “Our product is a matter of art. They are unique. The know-how is within our staff.”</li> <li>- From the observation, each task needed worker’s personal knowledge. They do not use notebook or procedure description.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Owner said “Training is our major activity. I like to send staff to attend training classes. We’ve taken many training classes and sometimes even repeat some of them.”</li> <li>- Owner also said “Every time I have a meeting with customers or engage in any training, I always hand over all the things I’ve got so that they could have an idea what’s going on in the real world.”</li> </ul>	√	√			Tacit  Both

#### Organization 4: Dolls Making Centre

Table D-13 Results of Structure In-Depth Study (Dolls Making Centre)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 3 levels : President (Owner), Vice President and Head of department		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues; 1.2.1 <u>Paying attention to supervisors' directive</u> (result: satisfactory accomplished) - Owner said "I don't focus on the working process as long as it can provide the result I want." - The foreman said "My job is to take orders and to make sure all the tasks are completed. I have to know how many products we produce each day. In some cases where we can't make it on time we have to report to Khun Yutana before informing the customers. If that is the case, most of the time our employees would know the procedure without being told." 1.2.2 <u>Keeping up with company policy</u> (result: satisfactory accomplished) - Owner said "Our policies are to produce high quality products and to follow up customer orders and deliver them on time." - He also said "Our employees do their best to produce high quality work. Although we do correct them if they make mistakes. They are treated like a family. As long as they take their job seriously. In general, everyone follows the rules." - Staff said "My principle is to work well and work fast. I am a tailor I have to know how to work the fabric and make the most of it." 1.2.3 <u>Operation must be implemented according to hierarchical level</u> (result: satisfactory accomplished) - Owner said "The departments in the main factory are cutting out, reassembling, costumes and packaging. Another factory does the ceramic products such as casting, burning, decorating, and painting. Each department works directly with the boss. There is one foreman that helps take care of OT, resignations and checking orders." - The staff said "If we have any problems we can just walk over to the Boss's office near by."		√		√		Accomplished in all criteria: High

**Table D-13** (Cont.) Results of Structure In-Depth Study (Dolls Making Centre)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>2. Decision right</b>	<ul style="list-style-type: none"> <li>- Owner said “I am the only one who has the right to make decisions in everything: marketing, producing, financial or customer service are all up to my consideration.”</li> <li>- Staff also said “I do not have authority to decide anything.”</li> </ul>	√		√		Centralized
<b>3. Application Level</b>	<ul style="list-style-type: none"> <li>- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.</li> </ul>	√	√			Company
<b>4. “K” Roles</b>	<ul style="list-style-type: none"> <li>- Owner said “The employee can do a variety of work. The decorator can also sew, even the ceramic department. We do have training within the organization, such as the ceramic maker can be trained to also become a tailor.”</li> <li>- From our conversation with the employees, they agreed that a good employee should be able to work in a variety of situations when they have to cover others.</li> </ul>	√		√		Not definite



**Table D-14** Results of Culture In-Depth Study (Dolls Making Centre)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Proficiency</b></p> <p><b>1.1 Relevance</b> consists of 3 issues:</p> <p>1.1.1 Supervisor usually appointed from group of skillful people (result: unsatisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “Here we let the employees vote for the foreman they like, so they had to accept and respect him.”</li> <li>1.1.2. His competency normally being publicized within organization (result: unsatisfactory accomplished)</li> <li>- Staff said “We do not get measured by the amount of products we make. The quality is what we are judged on. For instance, If you work on ceramic you can’t rush it. Your work will be totally ruined if it isn’t left to dry completely.”</li> <li>- From the observation, there is no announcement board of honored employees.</li> <li>1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: unsatisfactory accomplished)</li> <li>- Owner said that “The wages-raise is based on our judgment on the individuals. Our consideration of the salary rate and pay raise is the same principle, it depends upon their working experience and quality of work.”</li> </ul> <p><b>1.2 Applicability</b></p> <ul style="list-style-type: none"> <li>- From my observation, staff still totally depended on the owner’s designing ability. Most staff seemed to be working hard. They gladly help each other in anyway they can.</li> </ul>	✓	✓	✓		Unaccomplished in all criteria: Low
		✓			Systemic



**Table D-14** (Cont.) Results of Culture In-Depth Study (Dolls Making Centre)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><b>2.1 A Strong belief in and acceptance of the organization's goals and value</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "We work independently without being patronized, so long as we produce good work. We don't aim for quantity but rather quality."</li> <li>- Staff also added "I love working here. I love what I do. I feel like I can present my skill to the world and that I am able to produce great works."</li> </ul> <p><b>2.2 Willingness to exert considerable effort on behalf of organization</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "I don't mind if I have to help out working OT without getting paid in cases of if there's any urgent order. I have been here for a long time, so I do understand sometimes I get paid late because the customers have not yet paid."</li> <li>- Staff also added "When we have a lot of orders, I always help out until late. Although I wish I could get OT paid but would still do it even if I don't. I also help out when the company organize events, for instance Khan-Toke."</li> <li>- Owner said "Sometimes our cash flow runs low, which forced us to postpone wages payment. I would ask them to take just what they need for now. They all understand and help out. Once I was late for over 10 days but as soon as I got the money from the customer I paid them."</li> </ul> <p><b>2.3 A definite desire to maintain organizational membership</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- A 65 year-old tailor lady who has worked here for 25 years has said "I am very proud working here. I will be here until I physically can't. It is fun to work here."</li> <li>- No one has said anything bad about the company, they said the company allowed them to leave if it is reasonable to do so.</li> <li>- Owner said "The staff mostly have worked here for over 10 years. They are people without high education's, who only know how to sew. We treat them like our family."</li> </ul>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p>		<p>Accomplished in all criteria: High</p>

**Table D-14** (Cont.) Results of Culture In-Depth Study (Dolls Making Centre)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>3. Behavior</b></p> <ul style="list-style-type: none"> <li>- The sewer who used to work at the Wacoal factory in Northern Industrial Estate (Lamphun) said “I am happy to work here. There is no competition. We all help out one another because we have to meet the target.”</li> <li>- Owner said “There is no competition between our employees.”</li> <li>- Staff said “Over here, we help out each other. If there is a deadline we will do what we can to help finish it.”</li> <li>- Staff also said “We don’t compete if we don’t have work to do in our department we will help out the others. We live like a family, united not separated.”</li> </ul>	√		√		Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- The owner said “I always tell my people that since there are only a few of us, we have to love each other. If we are not in harmony with each other then how can we compete with our competitors.”</li> <li>- From the observation, staff did not break up into groups. Everyone is united.</li> </ul>	√				Ideological

**Table D-15** Results of Systems In-Depth Study (Dolls Making Centre)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Learning Mechanism</b>	<ul style="list-style-type: none"> <li>- Owner said “Working with a doll we need to know the history of that doll. For instance, working with a hill tribe doll we also need to know how that particular hill tribe dresses.”</li> <li>- Owner also said “We had been making the fabric dolls for over 30 years. Until the year 2003, we began developing our products by making porcelain dolls. We then started taking courses. After that, we learned to produce ceramic, and little by little we came up with the best quality components and adapted to make different types of dolls from different countries.”</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>				Continuous shaping
<b>2. Coordination Mechanism</b>	<ul style="list-style-type: none"> <li>- From my observation, according to the small working space in the factory, there is no individual department. So the relationship among employees is informal and remains closed.</li> </ul>		✓			Mutual adjustment
<b>3. Assessment Mechanism</b>	<ul style="list-style-type: none"> <li>- Owner said “When I perform the salary evaluation. My decision is based on their work.”</li> <li>- Owner also said “We don’t have a target of production so the evaluation is not measured by the quantity of work produced, but by considering the general facts, then we make a decision.”</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>				Person based
<b>4. Use of ICT</b>	<p><b>Relevance/ Purpose</b></p> <ul style="list-style-type: none"> <li>- Owner said “We don’t use computer or any type of IT in production line.”</li> <li>- Owner also said “The only computer here is for me in gathering data from the internet. I manage every department manually, even the stock system.”</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>				Low/ Application

**Table D-16** Results of KM Strategy In-Depth Study (Dolls Making Centre)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Style of direction</b>	<ul style="list-style-type: none"> <li>- Owner said “Everything here is my idea. I design both dolls and doll costumes. Although I am open to the employees’ opinions. No one is scared of me, but they do respect me. I am easy and informal. If we are too serious, they will be too scared to speak up. I am very casual, so no one would know I am the owner. Sometimes I have my chef cook for the employees at lunch.”</li> <li>- Staff said “Our boss is an excellent designer and tailor. He teaches us and we follow.”</li> </ul>	√		√		Designer
<b>2. Organization aim</b>	<ul style="list-style-type: none"> <li>- Owner said “Our goal is to achieve the career that makes us money. We value our customers and gain trust from them. All customers love us, so they recommended us to the new potential customers.”</li> </ul>	√				Customer oriented
<b>3. KM process Emphasized</b>	<ul style="list-style-type: none"> <li>- Owner said “I mostly created new ideas and let the staff criticized the work rather than let them came up with ideas.”</li> <li>- Owner also said “They teach each other, for example I trained this employee he then went back and trained another staff. They don’t try to keep hold of the knowledge for themselves, unlike in the big company where workers are very competitive.”</li> </ul>	√ √				Knowledge sharing

**Table D-16** (Cont.) Results of KM Strategy In-Depth Study (Dolls Making Centre)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Owner said “We don’t keep a working procedure or take notes except patterns for dolls’ dresses. We know the ceramic recipe by heart so we don’t need to write down any notes.”</li> <li>- From my observations, there is no hard copy of any work papers. Most of the time, the work has been done through the workers’ expertise and their long working experience. For example, they know very well how the doll in that particular tribe dress, know the type of accessories to go with it. When they are unsure they would go and take a look at the sample dolls in the show room. However, There are not too many different types of dolls they make. Each worker is assigned the task that suits their skill. In general, everyone knows their assignment by heart.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Staff said “When we had a seminar we would set up the venue in front of the factory.”</li> <li>- Staff added “We arrange an exchange-training within our organization. We have the ceramic maker giving a lesson to the tailors so they can do the ceramic work.”</li> <li>- Owner said “We used to make the porcelain dolls and sold it for 200 baht per doll. Then I had a chance to go to the porcelain ceramic factory in America. Over there they sold a doll for 4-5,000 baht. It is the same principle with what I do, but I need to learn more about forming process. So later on I took a class at Rajamangala University of Technology. From 200 baht per doll, I can sell it for a thousand to ten thousand baht. At the time I had a chance to visit Japan for an Asian meeting, I learned to make a Japanese doll.”</li> <li>- Owner said “We have training at the factory about the production from the export promotion department of Thailand.”</li> </ul>	✓	✓	✓ ✓			Tacit  Both



### Organization 5: Tamnak Khon

**Table D-17** Results of Structure In-Depth Study (Tamnak Khon)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 2 levels: Owner and Department supervisor		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues:						Accomplished in all criteria: High
1.2.1 Paying attention to supervisors' directive (result: satisfactory accomplished)		√		√		
- Owner said "The staff here are very conscientious and follow the rules very closely."						
- Staff said "We pay close attention to the directive, if we have any question's we don't hesitate to ask."						
1.2.2 Keeping up with company policy (result: satisfactory accomplished)		√		√		
- Owner said "Our work policy is to live and to work like a family. We share all activities together. We have our song 'Cong-Derm' and we always sing this song together. No matter what will be, I will be rich or poor, I will not leave them. They are like my own family. Some told me they are grateful for the fact that even though some of them are in their 60s, I am still happy to employ them."						
- Staff said "Our goal is to work our best because if the customers are not happy it is going to affect us all."						
1.2.3 Operation must be implemented according to hierarchical level (result: satisfactory accomplished)		√		√		
- Owner said "If they have some problem they will try to solve with the most experienced staff but if that person can't resolve it then they will come to me."						
- Staff said "Our boss knows everything, if we have a problem in production process we could consult him directly."						
<b>2. Decision right</b>						
- Owner said "I am the only one who has a decision authority in almost every field: products, financial, or customers."		√				Centralized
- Staff said "We don't have any participation in decision making, it is all up to the boss."				√		



Table D-17 (Cont.) Results of Structure In-Depth Study (Tammak Khon)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>3. Application Level</b> - Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.	√	√				Company
<b>4. "K" Roles</b> - Owner said "The staff here can do a variety of tasks, by rotating them through different departments, so the production line always keeps moving." - Staff said "The staff here can do different tasks. If someone is absent the others can cover for them."	√					Not definite

**Table D-18** Results of Culture In-Depth Study (Tammak Khon)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Proficiency</b></p> <p><b>1.1 Relevance</b> consisted of 3 issues:</p> <p>1.1.1 <u>Supervisor usually appointed from group of skillful people</u> (result: unsatisfactory accomplished)            - Owner said “Here, we let staff vote for the foreman they like. I have no influence in their decision.”</p> <p>1.1.2. <u>His competency normally being publicized within organization</u> (result: unsatisfactory accomplished)            - Owner said “Since we are small in size, I don’t like the way of promoting a high competency person, but I rather talk to the one who has problem instead. I would like to help them to work better.”            - From my observation, there was no “employee of the month” on the announcement board.</p> <p>1.1.3. <u>The talented always has a better opportunity in being promoted more than others in organization</u> (result: unsatisfactory accomplished)            - Owner said “If someone has been working with us for over 5 years, I would encourage him to switch to the Khon department. As in the near future, we’re going to have a culture exchange program aboard which can lead to a higher salary compare to what he’s got now.”</p>	✓	✓				Unaccomplished in all criteria: Low
<p><b>1.2 Applicability</b></p> <p>- Owner said “At the moment, we still rely on one person in doing a specific task even we know that’s the wrong idea.”            - The staff here tried their best on their assignment. Although they worked very hard, as soon as they’ve finished their work they will voluntarily help out others.”</p>	✓		✓			Systemic
<p><b>2. Commitment</b> consists of 3 issues:</p> <p>2.1 <u>A Strong belief in and acceptance of the organization’s goals and value</u> (result: satisfactory accomplished)            - Staff said “In the time that we are not so busy we always find some work to do. We don’t sit around waiting to be told what to do. Our boss doesn’t have to keep an eye on us.”            - Staff added ‘If we’ve made a mistake, he always give us, and everyone, a chance without any penalty. So we do our best when we work.’”</p>				✓	✓	Accomplished all criteria: High

**Table D-18** (Cont.) Results of Culture In-Depth Study (Tamnak Khon)

Results	M 1	M 2	M 3	M 4	Conclusion
<p>2.2 A willingness to exert considerable effort on behalf of organization (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Owner said “If my staff know we are keeping up with the deadline, they would enthusiastically try to help out right a way. Here money is not a big deal. We live like a family. They know what I’ve earned and I never abandon them. For example, this year I have big orders, everyone can be confident that: 1. They will get bonus 2. They will get pay-raise 3. They will have more vacation.”</li> <li>- Staff said “If the boss asked for our help, unpaid, to work on the weekends. The answer is definitely yes. Everyone loves him. When we have to deliver products to somewhere, we sometimes even use our own vehicle. We are happy and willing to do it.”</li> </ul> <p>2.3 A definite desire to maintain organizational membership (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said “I am too old to think about changing the job. I don’t need to worry about accomplishing the target here. We just have to do our job properly to fulfill the order on time.”</li> <li>- Staff also said “We never heard any staff expressed their bad attitudes towards the company. Our boss is admirable. Sometimes there are not just a few orders, which make us worry how the company could afford to pay us.”</li> <li>- From the observation, everyone’s attitude towards the organization is optimistically, as they want to work here as long as they can. Even when they left, they still missed this place.</li> </ul>	√		√		
<p><b>3.Behavior</b></p> <ul style="list-style-type: none"> <li>- Staff said “Over here we all help each other. Whoever finishes first will help out the one that has not, without being asked.”</li> </ul>		√			Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- Owner said “The approach we use to keep everyone united is let the old staff to be the one who choose the new comer, which will make them work together as a team. If the newcomer didn’t meet the criteria, the elder one will handle it.”</li> <li>- Staff said “I have been working here for 10 years I have never seen any quarrel. Maybe because we came from the same village and have known each other for a long time.”</li> </ul>	√		√		Ideological

**Table D-19** Results of System In-Depth Study (Tammak Khon)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Learning Mechanism</b>	- Owner said ‘In the past, we wasted a lot of time in trial and error of finding out our color mixture, but now those days are gone successfully. We only have to keep up with the market by developing new style of products based on knowledge we’ve discovered. Meanwhile, additional knowledge has been gathered from books and experiences from my travels.’	√				Continuous shaping
<b>2. Coordination Mechanism</b>	- From the observation, the factory is small in size, the organization structure is centralized, and coordination and relationship among staff are informal.		√			Mutual adjustment
<b>3. Assessment Mechanism</b>	- Owner said “First, the head of department informed me in general what’s going on in his department. Then I’m the one who makes an in-depth analysis of what has to be adjusted.” - From the observation, I found out that there was no production target here, so staff abilities are not assessed by the amount of production but through the owner’s perception from what he has seen.	√	√			Person based
<b>4. Use of ICT Relevance/ Purpose</b>	- From the observation, there is no IT implementing in the factory. - Owner said “I do have a website which was designed by my friend. I just wrote down what I wanted on a piece of paper and he’s responsible for the rest. Our organization is so small that we don’t need any IT. We operate every function manually by keeping all the information on documents, as our staff does not have the applicable IT skills. All the discussions are based on hard copies. IT has been involved in the way for corresponding through e-mail, preparing PO and invoices for customers abroad.”	√	√			Low/ Application

Table D-20 Results of KM Strategy In-Depth Study (Tammak Khon)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- Owner said “I behave as a good family leader so I should know how to put the right one to the right job. We, as a big family, also share good times and bad times together.”</li> <li>- The staff suggested “Our boss is a reasonable person, he always welcome ideas and opinions from us.”</li> <li>- Here the owner’s responsible for every procedure, from creating new product, preparing prototype, developing producing procedure to QC system, the staff are not capable for these functions.</li> </ul>	√	√	√		Designer
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Owner said “We do not have any long term plan. What we are doing is always based on good quality. That’s why our products are never rejected by clients. We are proud of our work. The Artima company, which is Auchan Taiwan, has ordered products from us three years in a row and none of them has been rejected.”</li> </ul>	√				Customer oriented
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- Owner said “I’m the one who designs all of our products under opinions from staff. For example, I designed the packaging but staff found out that it didn’t fit with the product samples. So we discussed and made a change, because they can’t create on their own.”</li> <li>- Owner also said “I have no secret. I trained the first generation then they trained the next ones.”</li> <li>- Staff said “Here we teach each other different tasks and skills. We never keep the information within ourselves.”</li> <li>- Staff added “I trained every new staff recruited. I want them to be knowledgeable about everything here so that anyone can keep up with the same standard.”</li> </ul>	√		√	√	Knowledge sharing



**Table D-20** (Cont.) Results of KM Strategy In-Depth Study (Tammak Khon)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Owner said “We don’t have any working description. Everything is in our head. No written memo is needed.”</li> <li>- From my observation, there was no evidence of any working manual. People know how to do things from experience and by heart. For instance, the recipe of color mixture is implemented and modified, in term of hue and texture, from their experience.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Owner said “I love to build up my innovative vision. I usually take courses associated to our field in Bangkok in order to increase the know-how to our work.”</li> <li>- Owner added “Every time I have a chance to collect a new idea from joining an exhibition fair or when anyone has any initiative, I always share this with our staff.”</li> </ul>	<p>✓</p>	<p>✓</p>				<p>Tacit</p> <p>Both</p>



### Organization 6: Maewin group

**Table D-21** Results of Structure In-Depth Study (Maewin)

	<b>Results</b>	<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 2 levels: Owner and Department supervisor		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues:						
<b>1.2.1</b> <u>Paying attention to supervisors' directive</u> (result: satisfactory accomplished)		√				
- Leader said "Staff put their trust in me. I know everyone's capability, so they will be assigned an appropriate task. We are like family. Anyone is allowed to speak out which is good in reducing stress from working environment, as stress is an important factor in diminishing working performance."						
- Staff said "We rely on his directive and seek his advice from him if there is any problem in work."				√		Accomplished in all criteria:  High
<b>1.2.2</b> <u>Keeping up with company policy</u> (result: satisfactory accomplished)		√				
- Leader said "Customer and service quality comes first is our major policy in retaining customers. We can say that here the clients are treated as god. No customer, no order."						
<b>1.2.3</b> <u>Operation must be implemented according to hierarchical level</u> (result: satisfactory accomplished)		√				
- Leader said "Staff always walks in to my office when they are unable to finish piece of work in their hands, as the actual detail is quite different from the drawing. So we have to modify the design from time to time according to the possibility and availability."						
<b>2. Decision right</b>						
- Leader said "Here, staff can make decisions. We have a general meeting every one or two weeks. In each meeting everyone is notified that since I'm not always in the office, as I have to join the trade fair or to meet the potential customers, they have to make a decision on whatever is needed except financial issues."		√				
- Leader said "We always have a discussion when there's any new idea popping up."		√				
- Leader said "I always call for group to solve problems together."		√				
- Staff also said "Leader allows us to participate and to give suggestions together."				√		Empowerment

**Table D-21** (Cont.) Results of Structure In-Depth Study (Maewin)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>3. Application Level</b>	- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.	√	√			Company
<b>4. "K" Roles</b>	- Leader said "Our staff acquired multi-tasking skill. Everyone can help each others when there're loads of orders. As the supervisor work together closely with staff, that make them finish an assignment on a team basis. When any staff becomes more experienced, he would be promoted to be a supervisor responsible for a new assignment." - Staff said "The workers here can accomplish several tasks, especially the experienced one."	√		√		Not definite

Table D-22 Results of Culture In-Depth Study (Maewin)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Proficiency</b>		✓				
<b>1.1 Relevance</b> consists of 3 issues:		✓				
1.1.1 Supervisor usually appointed from group of skillful people (result: unsatisfactory accomplished)		✓	✓			
- Leader said “Here we have only two levels, supervisor and technician, working as a team. The experienced one is supervisor and new comer is technician.”						
1.1.2. His competency normally being publicized within organization (result: unsatisfactory accomplished)						
- Leader said “They know each other so well that they can identify who is specialized in any kind of boat, which required different skills.”						
- From the observation, there is no announcement board of honored employees.						
1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: unsatisfactory accomplished)		✓				
- Leader said “We treat our staff in the same way. They all get the same wage, and sometimes we arrange a new year’s vacation trip or extra incentive for them. Staff, regardless of skills, are rotated to be responsible for different kinds of assignments. Therefore, our 5 supervisors can handle with any kind of boat. Although some of them are specialized in a certain design.”		✓				
- Leader said “Wage raise is done in groups, like sometimes 10 baht for all foremen and 5 baht for all staff. We used to rise individually, but it did not work at all. I want to make sure that they will get good raise if they could be promoted to be supervisor.”						
<b>1.2 Applicability</b>			✓			
- From my observation, staff still depends on the owner’s ability in designing and marketing.						Systemic

Unaccomplished  
in all criteria:  
Low

Systemic

Table D-22 (Cont.) Results of Culture In-Depth Study (Maewin)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><b>2.1 A Strong belief in and acceptance of the organization's goals and value</b> (result: satisfactory accomplished)</p> <p>- Staff said "I am very proud when I know that our products have been awarded five stars by OTOP or every time they have been chosen by customers. The products make our village well known to the world. If we continually keep up with our high standard, orders will be constantly placed by customers."</p> <p><b>2.2 A willingness to exert considerable effort on behalf of organization</b> (result: satisfactory accomplished)</p> <p>- Leader said "Our factory operates everyday except important national holidays. Staff are willing to work as they have high dedication and devotion towards organization."</p> <p>- Staff said "I don't mind if I have to work OT without getting any paid when the company is rushing to meet the deadline. I have been working here for a long time. The owner always helps me and treats me like member in his family."</p> <p><b>2.3 A definite desire to maintain organizational membership</b> (result: satisfactory accomplished)</p> <p>- Staff said "I will keep on working here as long as I can, working environment is good and payment is on time."</p> <p>- No one has any bad attitude towards company, they all mentioned in positive way.</p>		✓	✓	✓		Accomplished in all criteria: High
<p><b>3. Behavior</b></p> <p>- Leader said "I always tell my staff we are collaborated, not competed with each other. Here we live and work together, so we have to love and help each other. I never forced them about working hour. That's why they all love to be here."</p> <p>- Staff said "There is no competition among staff here. Sometimes I have to suspend my assignment to assist the urgent order first."</p>		✓	✓	✓		Cooperation
<p><b>4. Atmosphere</b></p> <p>- Staff said "There're no political parties here. Sometimes we bring food from home and have lunch together."</p> <p>- Staff said "We do not take any sides here. We are united."</p>				✓	✓	Ideological

**Table D-23** Results of Systems In-Depth Study (Maewin)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<p><b>1. Learning Mechanism</b></p> <ul style="list-style-type: none"> <li>- Leader said “When there’s a new product, we have to study intensely to see whether we can produce it or not. The experience has taught us that some drawing is perfect only in the paper but impossible to produce. We must pass the process of trial and error, which in some case it takes long time to accomplish the first piece.”</li> <li>- Staff said “Each type of boat starts from the same basic model, but it takes longer or not depends on the detail. Some boats are very simple while others are complicated in crafted details.”</li> </ul>	✓		✓			Continuous shaping
<p><b>2. Coordination Mechanism</b></p> <ul style="list-style-type: none"> <li>- From the observation, the factory is small in size, the organization structure is centralized, and coordination and relationship among staff are informal.</li> </ul>		✓				Mutual adjustment
<p><b>3. Assessment Mechanism</b></p> <ul style="list-style-type: none"> <li>- Leader said “I carry out the assessment by myself. The policy of wage raise is group raise, for example, 10 baht for all foremen and 5 baht for technicians.”</li> <li>- From the observation, there was no production target here. So staff abilities are not assessed by the amount of production, but through the owner’s perception of what he has seen.</li> </ul>	✓		✓			Person based
<p><b>4. Use of ICT</b></p> <p><b>Relevance/ Purpose</b></p> <ul style="list-style-type: none"> <li>- From the observation, there is no IT being implemented in the factory.</li> <li>- Leader said “I use internet just to search for information such as boat history or boat model making techniques”</li> </ul>	✓		✓			Low/ Application



**Table D-24** Results of KM Strategy In-Depth Study (Maewin)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Style of direction</b>		√	√			Designer
<ul style="list-style-type: none"> <li>- Leader said “I am like a father or brother, not a boss, to staff. I usually tell them we are like big family. I am always open to their opinion and suggestion.”</li> <li>- The supervisor here is responsible for every procedure, from creating new product, preparing prototype, developing producing procedure to QC system, as staff are not capable for these functions.</li> </ul>						
<b>2. Organization aim</b>		√		√		Customer oriented
<ul style="list-style-type: none"> <li>- Leader said “I always tell my staff that the customer is first and quality is the most important issue, more than speed, in retaining customers. We treat customer as a god. If we do not have customer, we surely don’t have order.”</li> <li>- Staff said “Product quality is the most important factor in retaining customer. So we have to be careful about production.”</li> </ul>						
<b>3. KM process Emphasized</b>		√		√	√	Knowledge sharing
<ul style="list-style-type: none"> <li>- Leader said “I always tell my staff that if everyone is well-trained, we will not be burdened. So if you work with skilled workers, your job will be facilitated.”</li> <li>- Staff said “I never tired of training my colleagues. If I just keep everything inside with me, I will be too burden.”</li> <li>- Staff also said “Here we teach each other different jobs and skills. We never keep the know-how to ourselves.”</li> </ul>						



Table D-24 (Cont.) Results of KM Strategy In-Depth Study (Maewin)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Leader said “We don’t have any job description, what we have are just drawing design and pattern.”</li> <li>- From the observation, there was no evidence of any working manual. People know how to do things from experience. For instance, staff can remember the detail of each boat model.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Leader said “I’ve got only 4<sup>th</sup> grade diploma. Therefore, I love to apply for various kinds of training courses that were held in Chiang Mai and Lampang, such as management and marketing.”</li> <li>- Leader also said “The good source of knowledge is from internet and fairs. Every time I join the fair, I always come back full of knowledge and ideas. Everything will be discussed and shared during the upcoming meeting. My policy is developing both products and human resource, but human resource is currently more important now. If human resource is not appropriately developed, the product is surely not developed.”</li> <li>- Staff said “We used to attend 5S. training. I like training because the knowledge can be applied to my work. When supervisor join the training, he always share the knowledge with us.”</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>		✓		<p>Tacit</p> <p>Both</p>	

## Organization 7: Kang Nham

Table D-25 Results of Structure In-Depth Study (Kang Nham)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>		√				
<b>1.1 Number:</b> The organization consists of 2 levels: Leader and Staff.		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues:				√		Accomplished in all criteria: High
1.2.1 Paying attention to supervisors' directive (result: satisfactory accomplished)		√				
- Leader said "Everyone is cooperative and follows my instruction. Although I am the leader but I always listen to every opinion."						
- Staff said "We put the trust in our leader and always follow his directive."		√				
1.2.2 Keeping up with company policy (result: satisfactory accomplished)		√				
- Leader said "Our policy is to concentrate on the variety of product assortment and continually introducing product novelties. Meanwhile, QC is also our first priority in achieving high quality standard for retaining customers and building up reliability."						
- Leader also said "All staff have been working here for long time, so they comprehend every single production process. In case of new design, they just take a little while to learn about it. Therefore, we can make the delivery on time."		√				
- Staff said "As quality is our priority, we pay high attention to every single piece of product. Every piece of our collection should be beautiful in every detail, and that's the strategy in maintaining repeat orders from our customers."				√		
1.2.3 Operation must be implemented according to hierarchical level (result: satisfactory accomplished)		√	√			
- Leader said "If there is any obstacle, it will be solved primarily by staff. If that doesn't work, they will come to ask me. It is quite an informal discussion."						
- From observations, staff discusses among themselves in case of any insignificant problem.						

Table D-25 (Cont.) Results of Structure In-Depth Study (Kang Nham)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Decision right</b></p> <ul style="list-style-type: none"> <li>- Leader said “In the past, I’m the only one who made every decision. Now I have to join the trade fairs and to meet the customers. So I have to delegate the decision making authority, as they should take care of the shop. For instance, I’m the one who orders the amount of turtles required for stock and they’ll responsible for the rest, such as selling and registering transactions involved. But in case there’s anything out of stock, they will inform me to reorder. If not so, I can’t go out for 2 weeks or a month like this.”</li> <li>- Leader said “They try to solve problems by themselves, like brainstorming among staff.”</li> <li>- Staff said “I’ll be the one who determines if any decision has to be made regarding about the task under my responsibility. Besides this, we have to inform the leader.”</li> </ul>	√		√			Empowerment
<p><b>3. Application Level</b></p> <ul style="list-style-type: none"> <li>- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.</li> </ul>	√	√				Company
<p><b>4. “K” Roles</b></p> <ul style="list-style-type: none"> <li>- Leader said “The staff here can do a variety of tasks.”</li> <li>- Staff said “We can perform all tasks in sewing process, from cutting to QC.”</li> </ul>	√		√			Not definite

Table D-26 Results of Culture In-Depth Study (Kang Nham)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Proficiency</b> <b>1.1 Relevance</b> consists of 3 issues: 1.1.1 Supervisor usually appointed from group of skillful people (result: unsatisfactory accomplished) - Leader said “There is no supervisor. Everyone is in the same level and responsible for his own assignment.” 1.1.2. His competency normally being publicized within organization (result: unsatisfactory accomplished) - Leader said “We are working as a community. Everyone helps each other. Wage policy is based on the amount produced.” - My observation, there was no “employee of the month” on the announcement board. 1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: unsatisfactory accomplished) - Leader said “The wage is calculated based on piece produced. There is no production goal as we are not a factory system.” - Staff said “High ability staff and ordinary staff are getting paid at the same rate, so their monthly income will vary according to quantity being produced individually.”		√	√	√		Unaccomplished in all criteria: Low
<b>1.2 Applicability</b> - From my observation, staff still rely on the leader’s ability in marketing and designing function. Staff put their best efforts on every assignment.			√			Systemic

Table D-26 (Cont.) Results of Culture In-Depth Study (Kang Nham)

Results	M1	M2	M3	M4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><b>2.1 A Strong belief in and acceptance of the organization's goals and value</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "Although I am so proud of 5 stars OTOP, but there are still other competitors better than us. So we must constantly develop our products."</li> </ul> <p><b>2.2 A willingness to exert considerable effort on behalf of organization</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Leader said "Our staff are very cooperative. They work everyday even on holidays or temple celebrations. Several of them come from different villages However, if staff from one village have to be absent for any reason, others will be in attendance without being told. Everyone belongs to the group equally."</li> <li>- Staff said "When there is an urgent order, we work everyday or even take it back home, as I am willing to do like this."</li> </ul> <p><b>2.3 A definite desire to maintain organizational membership</b> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "The salary is being paid on time every month according to the amount we've produced exactly. Here is a very good place to work with. I don't want to move out. It is also close to my house."</li> <li>- From observation, staff work under cheerful environment. There is light music turned on during working hours.</li> </ul>	✓	✓	✓	✓	Accomplished in all criteria: High
<p><b>3. Behavior</b></p> <ul style="list-style-type: none"> <li>- Leader said "There is no competition among staff, as that'll lead to defect and consume more time to rework."</li> <li>- Staff said "No need to compete. If you would like to get more income, you just come to work earlier. We help out each other because we have been working here together for long time ago."</li> </ul>	✓		✓		Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- Leader said "The staff come from the same village. They already knew each other so deeply that there're no problems in working together. They are like a family. They eat, live and work together."</li> <li>- Staff said "I am very happy to work here. We do help each other."</li> <li>- From the observation, there's no competition among staff, everyone is united.</li> </ul>	✓	✓	✓		Ideological



**Table D-27** Results of System In-Depth Study (Kang Nham)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Learning Mechanism</b>		√				Continuous shaping
<ul style="list-style-type: none"> <li>- Leader said “We established our know-how by applying trial and error technique in producing new product. For example, in producing a 16 inches pillow. If we prepared cloth size exactly 16 inches, it would shrink to 15 inches after passing several processes. So we have to prepare cloth longer than 16 inches. Like this case, it took us a while in learning and shaping it up to be the rule of thumb. In most case, the first piece normally didn’t meet specification. Our best selling product is cloth bag which regularly generated repeat order from customers. Thus when production schedule is not too tight, it will be produced as stock ready for an order.”</li> </ul>						
<b>2. Coordination Mechanism</b>			√	√		Mutual adjustment
<ul style="list-style-type: none"> <li>- Staff said “We always share our opinions with each other. The workplace is very small, so we can always have a discussion during working hours. If the outcome is not so nice, I can correct or adjust it immediately.”</li> <li>- From my observation, the factory is quite small. The management and the departments, including the relationship between staff, are very informal.</li> </ul>						
<b>3. Assessment Mechanism</b>		√	√			Person based
<ul style="list-style-type: none"> <li>- Leader said “Our wage calculated on piece basis, so the assessment is based on quality of production. In general, I randomly check their sewing quality.”</li> <li>- From the observation, there is no target on production here, so the evaluation of the staff’ working abilities is not measured by the amount of production, but by the overall quality of their outcomes.</li> </ul>						
<b>4. Use of ICT Relevance/ Purpose</b>		√	√			Low/ Application
<ul style="list-style-type: none"> <li>- From the observation, there is no IT implemented in the factory.</li> <li>- Leader said “My computer knowledge is novice, so I only use the internet to check about trade fair schedule.”</li> </ul>						



**Table D-28** Results of KM Strategy In-Depth Study (Kang Nham)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- The leader said “Here we are like a big family, brothers and sisters. I always listen to the staff” ideas, it is better than working only by myself. Designing the pattern is my responsibility, while staff is better in stitching. Right now, the best-selling products are cushion pillows and bags. We are launching a new store.”</li> <li>- Staff said “The leader treats us like brothers and sisters. She loves us, providing us food. She is approachable, always teaching and not being fussy.”</li> <li>- Staff said “Our leader always comes up with new idea and we act as follower and implementer.”</li> <li>- From the observation, the owner is the one who creates and control all working process, for instance, product design, preparing samples, and actual production, etc., as the staff are not capable of having their own initiatives.</li> </ul>	√	√	√		Designer
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Leader said “The organization’s aim is to succeed in every goal. We expect higher turnover for the new store.”</li> <li>- Staff said “The company’s objective is to emphasize on quality and craftsmanship.”</li> </ul>	√		√		Customer oriented
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- Leader said “Here staff instructed each other, so now they are skilled. If there’s no knowledge sharing among us, they cannot get along perfectly with each other.”</li> <li>- Leader said “Most of the time, I’m the one who is generating new ideas for them, but sometimes staff give me good suggestions as well.”</li> <li>- Staff said “If there’s any obstacle, we attempt to solve problem together before consulting our boss. We also responsible for training new staff recruited.”</li> </ul>	√ √		√		Knowledge sharing

**Table D-28** (Cont.) Results of KM Strategy In-Depth Study (Kang Nham)

<b>Results</b>		<b>M1</b>	<b>M2</b>	<b>M3</b>	<b>M4</b>	<b>Conclusion</b>
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Staff said “Here, there is no job description or working manual because our job is based on craftsmanship skill. Every item is uniquely produced.”</li> <li>- From observation, there is no written evidence or memo, as they work on experience and memory.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Leader said “The ideas in designing product are gathered from customer suggestions and reviewing from books.”</li> <li>- Leader also said “Government agencies provide some training such as marketing course. Sometimes they take us to OTOP fair so the staff can get ideas from other products from many provinces.”</li> <li>- Staff said “Every time we join fairs, such as Chiang Mai Exhibition Centre, we always come across ideas from others’ beautiful creations which can be adapted to our products.”</li> </ul>	✓	✓	✓			Tacit  Both

## Organization 8: Kumphor

**Table D-29** Results of Structure In-Depth Study (Kumphor)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Hierarchical level</b>						
<b>1.1 Number:</b> The organization consists of 2 levels: the leader and the staff. There is no supervisor.		√			√	Few
<b>1.2 Relevance</b> consists of 3 issues:						Accomplished in all criteria: High
1.2.1 Paying attention to supervisors' directive (result: satisfactory accomplished)		√				
- Leader said "The staff is very obedient. Because this is not pure community group, we work like a company with each person becoming a shareholder. I take care of sales and marketing, so they listen to me."				√		
- Staff Said "We believe in the leader because he can get things done the way he leads."						
1.2.2 Keeping up with company policy (result: satisfactory accomplished)		√				
- Leader said "We focus on quality of works, not speed. We do not tolerate bad-quality work. This becomes a habit of our group. The good quality control helps us in retaining customers."				√		
- Staff said "I am very focused and disciplined at work. If we produce good works, there will be more turnovers, more revenues. If not, it's going to be on the contrary."						
1.2.3 Operation must be implemented according to hierarchical level (result: satisfactory accomplished)		√				
- Leader said "I give verbal orders. I will have written documents in the case of too many sales orders or new designs."						
- From the observation, the organization has only 2 layers, the leader and staff, so there is no cross chain of command.			√			
<b>2. Decision right</b>						
- Leader said "For matter regarding loans, it is the group's decision. But for sales and trade issues are up to the leader. But I have to decide based on the capability of members. We know how each other work."		√				
- Staff said "Most decisions are taken by the leader. If the leader is away, we just call him on emergency issues. We are not authorized to make any decisions."				√		Centralized

Table D-29 (Cont.) Results of Structure In-Depth Study (Kumphor)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>3. Application Level</b>	- Organization applies this structure to all company section. They do not operate knowledge organization in the form of business unit or project.	√	√			Company
<b>4. "K" Roles</b>	- Leader said "We train our staff to be able to accomplish the product by themselves, so the skills acquired will always be with them. In the future, when they quit this job, they will have overall knowledge of this business." - Staff said "Here everybody must be able to work on every process, so everybody can help each other."	√		√		Not definite

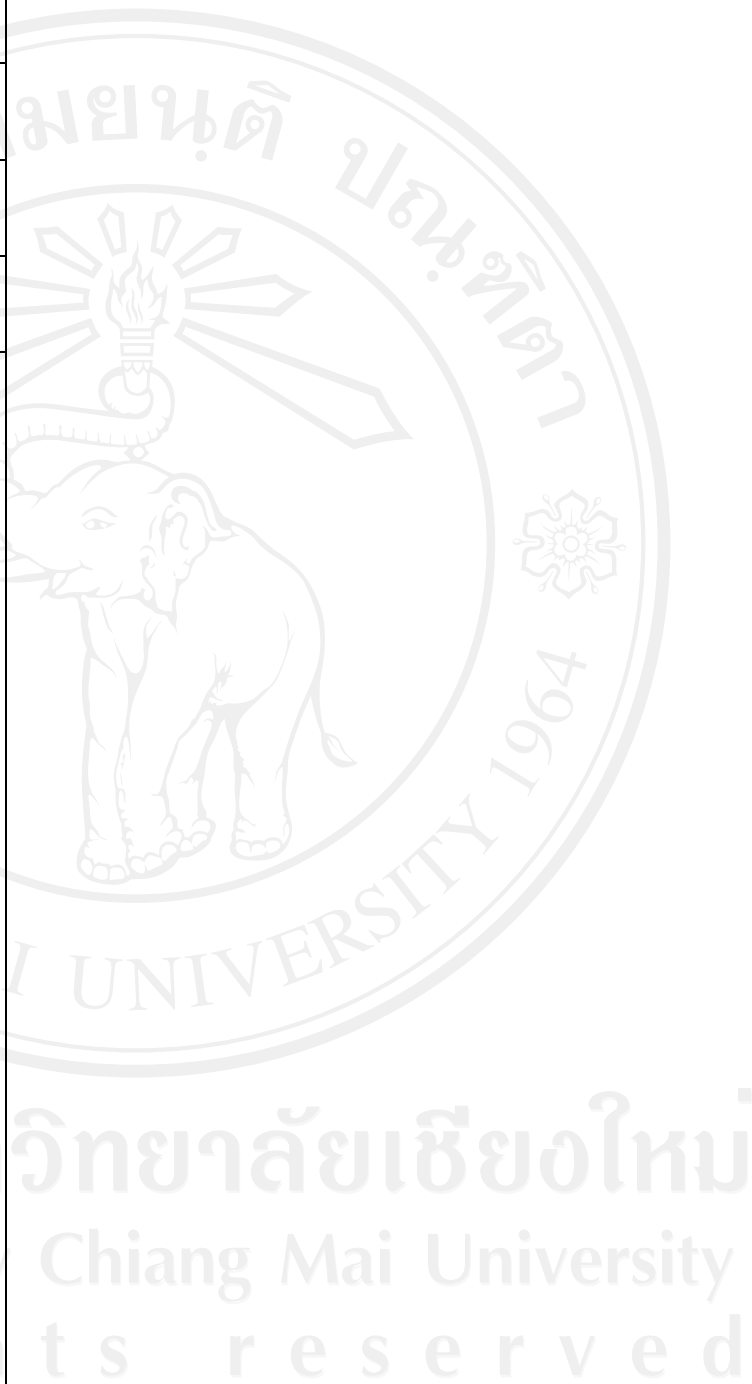


Table D-30 Results of Culture In-Depth Study (Kumphor)

Results		M 1	M 2	M 3	M 4	Conclusion
<b>1. Proficiency</b>						
<b>1.1 Relevance</b> consists of 3 issues:		√				Unaccomplished in all criteria Low
1.1.1 Supervisor usually appointed from group of skillful people (result: unsatisfactory accomplished)		√	√			
- Leader said “There is no need for a supervisor.”						
1.1.2. His competency normally being publicized within organization (result: unsatisfactory accomplished)				√		
- Leader said “We don’t distinguish among the staff to find the best ones. However, we do know in private who is good at which task.”						
- My observation has shown that there is no employee of the month board.						
1.1.3 The talented always has a better opportunity in being promoted more than others in organization (result: unsatisfactory accomplished)						
- Staff said “Everybody gets the same wage. We pay by piece rate. On delivery works there is an inspection. We emphasizes on quality such as sewing quality.”						
<b>1.2 Applicability</b>		√	√			Systemic
- Leader said “Our system is not like a community group, we work rather like a company with each person becoming a shareholder. I take care of sales and marketing, so they listen to me as they still depend on me.”						
- From my observation, the staff are still totally dependent on the leader’s ability in marketing and designing job. Most staff’s seem to be working hard. They gladly help out each other in anyway they can.						

**Table D-30** (Cont.) Results of Culture In-Depth Study (Kumphor)

Results	M 1	M 2	M 3	M 4	Conclusion
<p><b>2. Commitment</b> consists of 3 issues:</p> <p><u>2.1 A Strong belief in and acceptance of the organization's goals and value</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "We are very focused and disciplined. If we produce good works, there are more sales, more revenues. If not, it's going to be on the contrary."</li> </ul> <p><u>2.2 A willingness to exert considerable effort on behalf of organization</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Leader said "If there's any urgent production, the staff are willing to stay late. They are willing because they feel they are owners too."</li> <li>- Staff said "If I have to stay late to finish a job, I will."</li> </ul> <p><u>2.3 A definite desire to maintain organizational membership</u> (result: satisfactory accomplished)</p> <ul style="list-style-type: none"> <li>- Staff said "We are happy with the organization. However, sometimes the works are tiring."</li> <li>- No one has said anything bad about the company, they talk about to company positively.</li> </ul>	✓	✓	✓		Accomplished in all criteria: High
<p><b>3. Behavior</b></p> <ul style="list-style-type: none"> <li>- Leader said "The staff care and help training each other."</li> <li>- Staff said "The group is very supportive."</li> </ul>	✓		✓		Cooperation
<p><b>4. Atmosphere</b></p> <ul style="list-style-type: none"> <li>- Staff said "The working atmosphere is relaxed, not competitive. We are like siblings, as we work as a team and help each other."</li> <li>- From the observation, I found that staff are not being grouped from the competition against each other, everyone is united.</li> </ul>		✓	✓		Ideological

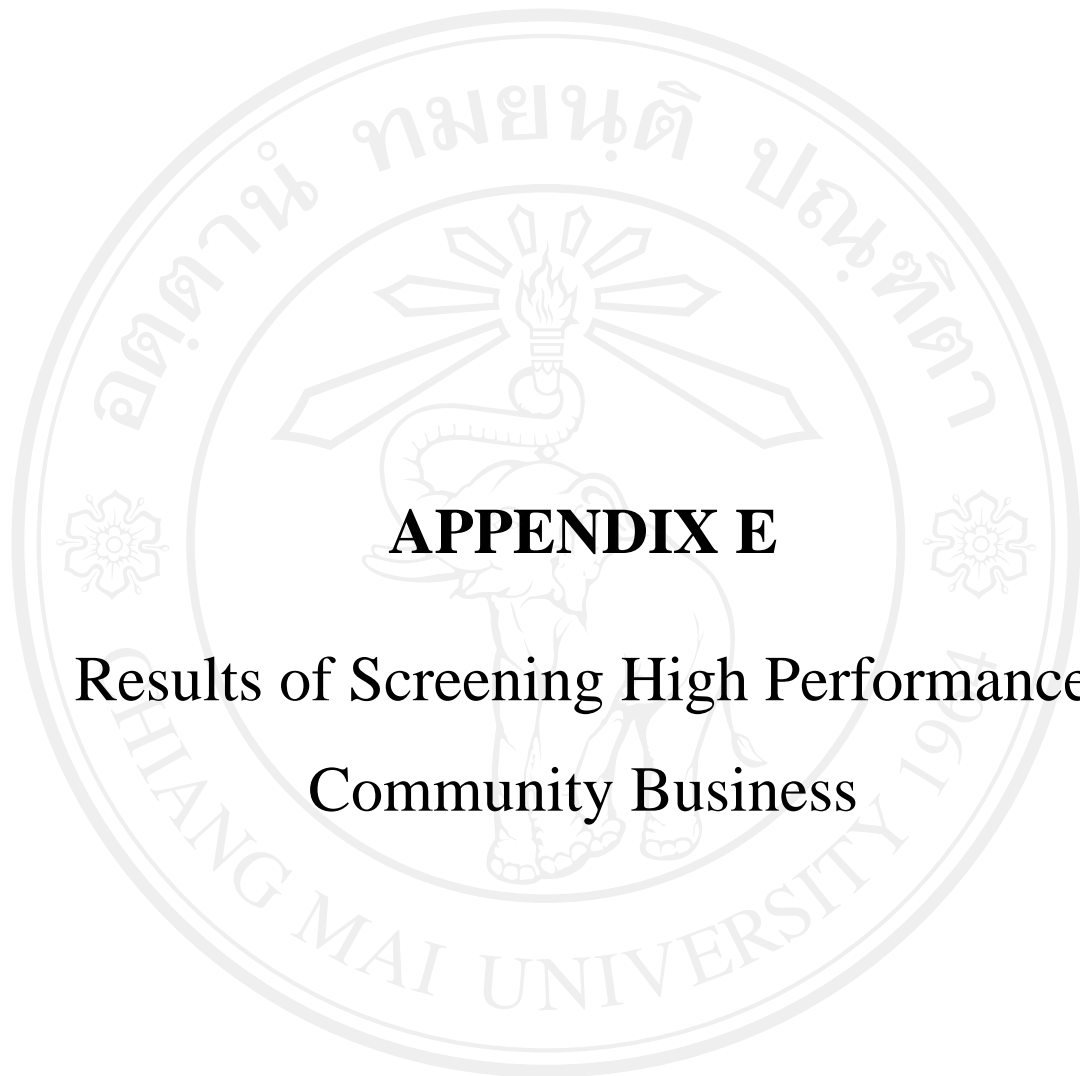


**Table D-31** Results of Systems In-Depth Study (Kumphor)

<b>Results</b>		<b>M 1</b>	<b>M 2</b>	<b>M 3</b>	<b>M 4</b>	<b>Conclusion</b>
<b>1. Learning Mechanism</b>	- Leader said “We have our style and technical grasps. Customer will tell us what they want and we will adopt with our style interact. But we must balance the customers’ needs and our style.”	√				Continuous shaping
<b>2. Coordination Mechanism</b>	- From my observation, the factory is quite small. The management and the departments, including the relationship between staff are very informal.		√			Mutual adjustment
<b>3. Assessment Mechanism</b>	- Leader said “There is not much assessment to do. We know each other and meet every day. There is no mechanism. Annual Wage raise is determined by our revenues. If we earn a lot, they will get a lot. If we have leftover profit, we have to prepare for next year as the wage raise can be difficult for the company.” - Leader said “Wage raise is determined by the leader. The pay-per-piece rate can be raised, for instance from 20 baht/piece to 25/piece. There is no production goal.” - From the observation, there is no production goal. Assessment is implemented based only on the leader’s judgment not productivity based.	√ √	√			Person based
<b>4. Use of ICT</b>	<b>Relevance/ Purpose</b> - From the observation, there is no use of IT in the factory. - Leader said “We find information on the internet and contact customers via emails. We do not use computer for work process.”	√	√			Low/ Application

Table D-32 Results of KM Strategy In-Depth Study (Kumphor)

Results		M 1	M 2	M 3	M 4	Conclusion
<p><b>1. Style of direction</b></p> <ul style="list-style-type: none"> <li>- Leader said “I am a little autocratic. Staff should not say no but they must find a way to get tasks done. I have to be supportive but sometimes we are like brothers, sometime like a boss.”</li> <li>- Staff said “The leader is very supportive. She is talented, can come up with new design and new customers.”</li> <li>- From the observation, leader is the one who sets up and controls all works and working process such as design, production of sample etc., and the staff are now capable of having their own initiatives.</li> </ul>	✓	✓	✓		Designer	
<p><b>2. Organization aim</b></p> <ul style="list-style-type: none"> <li>- Leader said “Our brand must be valued in long term. If we can retain customers the members will have better and secured life. I tell everyone to maintain our good quality, do your best to produce. I will find customers and create new designs for our group.”</li> </ul>	✓				Customer oriented	
<p><b>3. KM process Emphasized</b></p> <ul style="list-style-type: none"> <li>- Leader said “Our staff teach and train each other willingly.”</li> <li>- Staff said “The leader will create new product and brainstorm with staff.”</li> </ul>	✓		✓		Knowledge sharing	
<p><b>4. Knowledge Type</b></p> <ul style="list-style-type: none"> <li>- Leader said “We do not have job descriptions like big factories.”</li> <li>- Staff said “We do not write down anything, only keep pattern samples.”</li> <li>- From the observation, there is no written record of work. Their performances based on memory and experience.</li> </ul> <p><b>Source</b></p> <ul style="list-style-type: none"> <li>- Leader said “I will teach and manage how to prioritize works. But in practice they are better, I can tell them what I want or give ideas.”</li> <li>- Leader said “Staff do not join training program but they are knowledgeable. They are good at learning techniques from customers such as how to create products the way Japanese like. They will tell our staff and they can follow up. We do miss the chance to visit fairs that organized by government agencies.”</li> </ul>	✓ ✓	✓	✓		Tacit  Both	



## **APPENDIX E**

**Results of Screening High Performance  
Community Business**

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University  
All rights reserved



**Table E-2 Results of Screening High Performance Community Business (Specific Characteristics Criteria)**

<b>Specific Characteristics Criteria</b>	Thai Tatami	Baan Benjawan	Baan Celadon	Dolls Making Centre	Tamnakhon	Maewin	Kang Nham	Kumphor
1) More than 15% of sales turnover increased from the last three years	NO	NO	YES	NO	NO	YES	YES	YES
2) Sales turnover more than 200,000 baht per year	YES	YES	YES	YES	YES	YES	YES	YES
3) Retained consistent profitability within three years	YES	YES	YES	YES	NO	YES	YES	YES
4) Launched new products more than four items in the last three years	16	35	25	20	10	8	13	17
5) Achieved innovation or design prizes in the last three years	YES	YES	YES	YES	YES	NO	YES	YES
6) Implemented process improvement or introduced new working approach in the last three years	YES	YES	YES	YES	YES	YES	YES	YES
7) Invested in machinery equipments or information technology in the last three years	New M/C	New M/C	New M/C	New M/C	New M/C	New M/C	New M/C	New M/C
8) Achieved quality awards or certificates in the last three years	YES	YES	YES	YES	YES	YES	YES	YES
9) Customer complaint or defects reduced in the last three years	YES	YES	YES	YES	YES	YES	YES	YES
10) Implemented quality improvement activities	5 S	5 S	5 S QCC	5 S	5 S QCC	5 S	5 S	5 S

## CURRICULUM VITAE

### Personal Data

Name: Kemakorn Chaiprasit

Date of Birth: August 14, 1975

Place of Birth: Chiang Mai, Thailand

### Education

1997: B.Eng. (Industrial Engineering), Chiang Mai University,  
Chiang Mai, Thailand.

2001: Master of Business Administration, Chiang Mai University,  
Chiang Mai, Thailand.

### Professional Position

1997-1998: Engineer, The Industrial Finance Corporation of Thailand  
(IFCT), Chiang Mai, Thailand.

1998-2001: Quality Engineer, Lanna Thai Electronics Co. Ltd., Lamphun,  
Thailand.

2001-Present: Lecturer, Department of Management, Faculty of Business  
Administration, Chiang Mai University, Chiang Mai, Thailand.

ลิขสิทธิ์มหาวิทยาลัยเชียงใหม่

Copyright© by Chiang Mai University

All rights reserved