

CHAPTER 6

DISCUSSION AND CONCLUSION

6.1 Discussion of Thai Intellectual Capital (IC) – Relevance and Application

Studying the Thai businesses, we can see they are related to the four essential factors as follows:

- A) Shelter and housing businesses
- B) Cuisine businesses
- C) Apparel businesses
- D) Medical businesses

Following the research can provide conclusions to SME organizational management. It shows that Thainess, in both services and management, provides foreign customers with a Thai atmosphere and a Thai identity, in other words Thainess, which impresses them as regards to the products and services on offer.

Business type A. This type of business provides housing of transportation services, since it takes time to travel. So providing the facilities and safety are essential to the traveler, which chimes nicely with Thais culture. Especially with regards to extending a welcoming atmosphere and taking care of the customer, which are extremely essential ingredients in Thai traditions. In other words the spiritual service is nice. The goal is to facilitate their travels both at an international and domestic level in the country on which the services are based on the following sensations:

- *Eyes and image* such as the place and its atmosphere. Traveler's needs must be facilitated since they are usually flying. So it starts from the plane and gives consideration to both modernity and comfort. The mixture of decorations using Thai symbolic identities - such as temples, palaces, geography and pictures of Thai's urban and rural settings – and using Thais fonts for publishing are good examples. New technology is an element that can be used to show a picture of both the country and the Thai people.

- *Ears and sound.* Provide both music and speech, using the Thai language or the Thai's characteristic accent and typical Thai accents when speaking foreign languages. Thainess services are noted for using humility and submissiveness to provide politely administered services. Thai dress, careful treatment and giving honor to clients, leads to customer appreciation.
- *Nose and smell.* A business that emphasizes the Thais identity tends to focus on using Thai herbs and spices. Incense with a fragrant smell is one identity mixed with services aimed at travelers, such as the fragrances, silk, perfume, fruit, flowers, handicrafts and souvenirs and so on.
- *Body and touching* The Thai dress style for operators, executive administrators and service staff are part of the Thai identity are used to communicate personalities that have a Thai character, which takes into account age and gender. Thus the impression is that we react with care with respect to such things as the *wai*, smiling, dress, discipline and the services staff's costumes to give some examples.
- *Mind and intuition.* Reactions and the feelings expressed to clients means showing mindful consideration, expressing good wishes, and providing a willing and attentive service to the client. These characteristics are expressed by actions, reactions, speech and thought to cherish the services on offer and provide good human relations. These not only follow the general standards applied to services in facilitating, comforting, explaining, helping and servicing to an acceptable business standard, but they also facilitate the client's emotional response based on giving a good impression of Thai identity though the *wai*, smiles, speaking humbly and appropriately and by not intruding on the client's rights and expectations. Giving the client confidence in the expectation of the services being correctly addressed; these are therefore important identities especially for foreign clients who are always impressed and satisfied with the services.

Business type B. These are business services in the food industry, in which Thai cuisine is internationally well known and has become a universal popular taste, such as beef or chicken curry, shrimp and lemongrass spicy soup, Thai stir fried

noodles, papaya salad, and local fruit. So they have become an important part of the Thai identity which shows Thainess being represented by the following 6 sensations:

- *Eyes and image.* Thai meals consists of meat, sweets and fruit. Cooking and the decoration of the kitchenware and utensils help to present a Thai identity. It is interesting and amazes foreigners.
- *Nose and smell* Thai food and fruits have a unique fragrance and an attractive smell. The food is full of herb and meat smells, which are cooked to give an attractive smell and taste. Combined with the sweet and gentle Thainess service nature, as mentioned above, they become important factors in the service being provided.
- *Tongue and taste* Thais food and fruits are the main products used in the services offered by restaurants. Thai food consists of 5 tastes, which are sour, sweet, salty, spicy and fatty that are combined into tasty dishes. Thai food and fruits are also known to be healthy meals and give the benefits of good nutrition to the body. These are combined with serving the customer with politeness, gentleness, respectfulness and fairness, to create an overall impression of Thainess.
- *Body and touching.* Providing service with humility, submissiveness and paying respect to the customer. Especially by strictly not intruding on the customer's rights. Architecture decoration and the service staff's presentation also show the Thai identity.
- *Mind and intuition.* Emotional sensations are similar to the A service business. The B business is attentive, and intends to provide services in a sincere and impressive way to make for a long lasting satisfaction in customers.

Business type C. These business services are in apparel, when we adapt the apparel business management it provides another essential factor for life. These apparel services that are aimed mostly at foreign customers are based on the Thainess identity to provide services such as textiles, clothes, fabric products and other kinds of apparel. Presently, the most popular apparel are made from cotton and silk together with their related costumes and accessories.

- *Eyes and image.* Apparel, clothes and Thai accessories emphasize beautiful presentation, giving a unique image of beauty and are enjoying international popularity, particularly those based on silk and cotton. The fabric's quality provides an interesting view of apparel, embroidery and accessories.
- *Nose and smell* The Thai identity is based on cleanliness tones and these are used to satisfy the international customer who follows modern fashions and expects products to an international standard.
- *Tongue and taste.* Since this business provides apparel services, offering a bakery and/or coffee shop for their customers is another way to impress them.
- *Body and touching.* Apparel creates sensations on the body; with the touch of warmth, softness and coolness from the products. This service gives them apparel to protect them from the feelings of heat, cold and even the dangers from nature and animals. The product's quality must be based on modern fashions and international standards.
- *Mind and intuition.* The product helps to give the user the satisfaction of use and also provides a good impression based on quality and value. It is available in life in other regions as well as Thailand. So providing an impressive service leads the customer to buy these products as well.

Business Type D medicinal services. Since the medical business is an essential factor of life and of the products and services from Thailand, providing Thai traditional and aroma based massages in the spa has gained international popularity. The Thai traditional massage is now well known and is defined as a global service business.

- *Eyes and an image.* Providing Thai traditional massage is related to the body's resistance to fatigue, relaxation, corporal refreshment and helping to make a healthy body.
- *Nose and smell.* Massages use Thai herbs to decrease fatigue, by not only the reduction of muscle tension and the relaxation of tendons and nerves, but also by helping to create a healthy body.

- *Tongue and taste.* The taste of herbal, fruit and vegetable juices helps to both empower and refresh the body at the same time. These consist of such things as pineapples, grapes, fruits juices and even honey as ingredients. The massage service is best coupled with, not only the above, but also the drinking of herbal teas and Thai traditional coffee.
- *Ears and sound.* Giving a massage to relax the body and mind needs to have Thai classical music playing in the background to help lull the customer into a relaxing sleep.
- *Body and touching.* This service mainly comprises touching to help relax the body. So massaging is used to make the muscles, tendons, nerves, and the cardio vascular system function normally, as well as relieving tension in the mind.
- *Mind and intuition.* Spa therapy massaging is used to help to reduce emotional tension. Stress makes the body suffer, which might cause an illness. Massaging reduces stress, helps to prevent diseases of the nervous system, tendons and the heart, and is especially good for the brain. The most important aspect is that this service can help to reduce emotional illnesses. Tension reduction helps people to concentrate on their job and running their business.

This study has found that the related Buddhist principles of Thai identity are part of the Thai people's discipline and helps them to work effectively; both at management and operation levels. This works especially well in service businesses, which are based on the four essential factors for life, these being: food, apparel, shelter and also the medical business based on service.

These make the client or customer satisfied and impressed with the services being provided by humble staff. Paying attention to the customer, speaking gently and operating softly are elements of Thainess, which are based on Buddhist principles. It can be considered as the foundation of social harmony: to react with others honestly and making the client happy. Services that consider the customer's 6 sensations satisfactorily are business sections that have placed these principles at the heart of the services that make the biggest impression on customers.

The research's model building has been based upon the model of first impression Thainess services language. Following this study, the researcher has created a new conceptual model of the first impression services language by using mind mapping as the cognitive tool, and to make more effective national branding by using Thainess knowledge management, which requires the following:

6.1.1 The moral values. Intangible cultural heritage is based on the intangible values creation concept. It starts with the beliefs, attitudes, values, and the normative wisdom of Thai people. These are qualities with the highest values in both human and national development. The country needs to be aware of the values of human capital and Thainess values especially when it comes to national pride. It's something what we have but we have never been concerned about and consequently never valued. If the Thai people use the Thainess factor in providing service especially from the service – mindedness capital perspective in personal development they would be able to be proud of themselves. Then they can create the model from thought since the Buddhist principles consider the mind and brain are one. The lord Buddha said our mind is the key to everything, so everything depends on our minds. The core of a Thainess based service is considered to provide the best service mindedness in the world, nobody can imitate us. This is a key national comparative advantage and can help to create national branding. The Thai people are a brand of the national services in themselves, no matter what, who or where it is copied. This new knowledge provides the national collective intellectual capital which we have had from our ancestor's period right up until today. The value of the collective Thai heritage is an abstract, as it encompasses all Thai people but you can't see it. It is something that we can appreciate, understand and be proud of.

The researcher believes that all those who are born in Thailand want to be good people and have the good life, both for themselves and for others in the concept of "small is beautiful". Virtue, beauty and truth are inherent in all Thais already. The researcher has intended to create a new behavior which will bring out the national generational values to help make a creative economy. We are unique, we have the Thai traditional culture and identity, which we can share and learn together by sharing with other Asian countries, or even with Western countries, which are having a crisis.

We have to manage the first impression services since we obtain 90% of our success from first impressions. A good first impression can be created in a few seconds using only the two senses of sight and sound. Thai people can create the model easily and quickly from their body language such as something that everyone does naturally like giving a *wai*, the Thai smile is an intrinsic part of Siam as is the greeting by saying *Sawaddi kha* or *Sawaddi krub*. The first sight impression has to be created from the mind then displayed in the body language.

6.1.2 Mind and Body Capital The Thai holistic factors are contained in the brain, mind and body of a Thai person as holistic human capital. Combining all the behaviors and characteristics that create a good first impression helps to make the framework model of the Thainess Services Language.

Making the people of Thailand feel proud of their Thainess is an important thing, or else it will decrease then disappear. We are living in a globalized world, which goes beyond national frontiers, so we are living in the global community yet being part of the nation. 95 % of Thai people live their lives based on the Buddhist principles, which gives us our Thainess. Instructing Thai people is the source of this model where we combine the Thai beliefs, knowledge, and values from the home, the temple, and school that socialize us from the time we were young till now. We found that all above have mentioned are important factors in helping to make us into well-rounded humans.

In this way, we can take care of, and create a better life for ourselves. In other words, we want to create self awareness of the values to make the other people happy as well. Creating happiness in a service job calls for service mindedness, in which the heart of the services being offered is the minds and brains of the people.

The brain commands the mind, then orders the body to do the functions in a closed loop. The mind is connected to the brain since it is the brain which undertakes the services for the mind. We have been socialized since we were young from our parents, our teachers, and from the temple, who all provide us with moral instructions. These include such concepts as concern for others, kindness and sympathy following the Buddhist principles by treating everyone with the sort of welcome as would be extended as when a visitor comes home. It is in our blood, the service-mindedness is

inside us, we just need to take it out. Sometimes we forget that Thai people have it but don't know how to express it. This model builds on the principle of making people understand; even Westerners are surprised at how easy-going Thais can be as successful as them. Even better than them sometimes, without doing things other than using their innate Thainess, they can make things happen and provide world-class services.

Data obtained from world class case studies of the best practice cases, have shown that each case has got a top five world class award. Thus we are able to create a model to leverage or create value from intangible values transformed into tangible values. We can use these services to support product sales that can respond the four essential factors of life. In this case it is not only the basic needs that are covered but we can also respond to higher level needs which go beyond happiness, not only meeting the desired level of satisfaction but going beyond with an expectation of pleasure. We can create awareness and satisfaction in the customers so they are satisfied and understanding of self-actualization.

This model builds from the viewpoint of service staff, the study of those who found that human capital is the most important factor of an organization's success. In other words, we found the key success factor of organizational innovation is by using human capital as an input, then delivering via the expression inherent in the service language. Everything is delivered by humanity, of which Thainess, which the Thai people possess, is an unlimited natural resource. The power of service can be created from the service mindedness inside the Thai people. Because Thai society is fed by our societal values, the social value is derived from the social capital which is inherent in the nation. The positive values of Thai wisdom and beliefs can create high value services. It is be used to answer customer's questions and give the most satisfaction to the customer who received the service.

Furthermore, it is not only the Thainess values at work here, the Thai people also have Asian mores and values inside them from the collective values of Asian society.

The Asian collective identity is peace loving, not taking advantage of others, and living together as the family. Paying respects to each other and senior citizens, flexibility and, most importantly, not being selfish. We share the holistic interconnection

based on nature and honor each other. Thus face management is the main key of an Asian's success. To make the customer satisfied and to attain a global standard requires an etiquette. We can not use only the Thainess but have to run the business based on the universal standard as well.

6.1.3 Applying Buddhist principles to business

Thainess capital has been created, observed and knowledge has been obtained from an expert to create the knowledge management system based on a new services language. Using cognitive tools, such as mind mapping, helps to create an associate imagination and also helps in accelerated learning and the sharing of knowledge in a timely fashion. Any thoughts or feelings are able to add to mental literacy in order to make knowledge transfer and thus understanding easier and quicker. In addition we used human capital as the base for building the research model. By making the brain and mind's capital connect together is expressed in the form of body capital. Everything is derived from the inside of the brain and mind and then expressed outwards. If we think optimistically then the body will react positively. This point will use NLP (Neuro – Linguistic Programming) to help in modeling the human architecture. NLP will use the five senses but also adds the mind as the key driver which supersedes seeing, smelling, hearing, tasting and touching. In this way we create the five sensations called Nivorn 5; 1st is the image, 2nd is sympathy, 3rd is memory used to remember. When we acknowledge something, it connects to our memory, which then makes the 4th promise, which is mental information. After the mind has been improved the body will be transcended to the 5th spiritual level though which we obtain the six senses. Following the Buddhist principles means having six sensory perception channels or Ayatana 6. Our body language responds to what we are thinking.

Body language is derived from human capital, which acts as intrapersonal communication like automatic inner speech or self – expression. This creates an inter relationship with small or large groups up to society level or simply for making friends with other people and customers by using self – presentation to maintain outstanding self management. Managing an impression based on good thinking helps to indulge in the right behavior before creating a good first impression. The brain's

capital will motivate the body and making gestures, which are classified as the five positions of work, following the precepts provided by the lord Buddha, these being: sitting, standing, walking, staying still or laying down.

6.1.4 The moralistic mind creates a sustainable impression.

Since we have peace of mind, Thai people provide outstanding values in delivering services. They have a forgiving and mindful nature (an awe heart) and exude thoughtfulness by saying “*mai pen rai*” or “I don’t mind” which acts as a key component in the service staff’s feeling of forgiveness, whereby they always forgive their customer’s transgressions. There may be no other heartfelt phrase more important than ‘awe heart’ or *Kraing Jai*, which is deep in the heart of hearts of Thai society. The phrase reflects something – a mingling of reverence, respect, deference, homage and fear. Every Thai person reacts with reverence towards those who are their seniors; be it their boss, teacher, parents, police officers or those who are perceived to be a member of a higher social class. (Moore, 1998, *Heart Talk in Thai Society*, p. 117). In practice, a person with an awe heart would be inhibited from questioning or criticizing. “Awe heart” is about the acceptance of what those in authority say, do and decide and then they hope for the best, because sometimes the service staff don’t know what exactly the customer wants. Staying still, with a smile, is another way to get , forgivingness and a good impression even when the customer is to blame. We found that holistic body language derives from the combination of brain, mind and body capitals connected to each other. Foreign customers are impressed with the Thai tone of voice for example. It is gentle, soft, and soothing to the customer, which complements the body language. The gestures of kindness, etiquette, humility and submissiveness showing a good outer picture is the first key of good first impression management. The keys to success, obtained from the interviews, are attentiveness, attention to detail, humility, caring, and helping. Even an invented garnishing is an outstanding identity denoting Thai values. In addition there are the physical attributes of their bodies such as their grooming, make up, decorative accessories and other related objects that are also involved in making a good first impression.

After the customer has met with a good first impression, then we need to create a lasting impression from the left over senses such as smell and taste. The sense of touch can be obtained from silk, but some say that they felt it from a service mindedness, others say it is received from the unique Thai spa massaging, and some even say that it comes from Thai cuisine. When this lasting memory first occurs, after a good first impression has been delivered, creates a multiplier effect. Presently adding value can run from number 1 through 10, depending on the brain and mind capitals being employed in service mindedness. The more you add it into the services on offer, the more value that is added to that product and/or service. When we used Thainess, we found that the new brand of Thai people service is different from other Asian countries and even different from other countries in the world. This is how we can create a new branding of our services, since we found out that services that create a good first impression in a few seconds are those in which the customer sees the service staff's body language. The Thais are welcoming and greet people with a smile before saying "Sawaddi" humbly and immediately, they also bow their bodies in a nice manner, and dress well, all of which help to create a good first impression. This, of course, goes into the creation of the national brand, since our Wai is different from an Indian's wai and the Siam smile is the most beautiful in the world. There is a trick to smiling with the eyes, it is the art of smiling with gentleness and softness which make the clients feel happy. It might be applicable to the Asian collective of Asian countries and we may therefore be able to transfer this knowledge to other Asian countries when we become the AEC in 2015. The Thai people will be ready and aware of these values of how to create national competitiveness and share it with others to make them aware of Thai goodness. Of course, it will be part of the creative economy of the country and will become the new national intellectual capital base. It will be known as "spiral knowledge" and can help to create more and more knowledge if we can help each other. Not only by making a good first impression in the domestic arena, but we can also facilitate the creation of spiral knowledge for the whole of Asia. When the other Asian countries see the processes, the know how and the creation of this new knowledge which we then share, we can go on to a world class level in international knowledge creation.

6.1.5 Regulations involved in making good first impressions in Thai products and services

We must provide services that not only follow the universal standards, but also traditional regulations. To create good first impressions in clients from the onset, we have to strictly regulate the operational staff to ensure attentiveness and a sense of responsibility. Following the study, were able to draw up suitable regulations, these being:

- The costumes of both males and females should be age appropriate and be suitably and demonstrably Thai. Thais dress should be based on Thai fabric use and in keeping with the fashion of the periods they are intended to represent. Examples are ancient dress, from the Rattana Kosin period say, and modern fashions. Each style will have an identity all to itself and will include the jewelry from that period. However, not only are unique styles important, but Thai dress should also show off the politeness, humility, and the kind heartedness of love and respect, as mentioned previously, to make a good first impression.
- Thai etiquette following Thai tradition shows off the cultural and novel characteristics. As mentioned previously Thai etiquette has applications derived from Buddhist principles in order to react to others based on their age and social standing, such as the Buddha, priests, seniors, teachers, relatives and visitors. We have to practice carefully and humbly to project our Thainess in body, speech and thought.

This study is based on the firm belief that all research should not merely enhance the academic body of knowledge, but should also make a significant practical contribution to the maintenance or improvement of desired social and cultural values and practices.

The objective of this study was therefore not only to synthesize a diverse body of knowledge and validate related hypotheses, but to offer practical tools that could be used by individuals, companies, institutions and governments to affect positive personal, social, cultural and economic change.

Above all, this study was the result of the author's desire to create a greater awareness of the tangible value of an all too often over-looked and under-estimated national asset—intellectual capital (IC), identified in this study as pertaining to Thailand as 'Thainess' capital. Indeed, Thainess is considered to be not only a unique asset, but one of Thailand's most valuable assets, as it impacts on almost every aspect of Thai life and economic welfare, either directly or indirectly.

This chapter therefore seeks to identify the diverse applications of what may be termed as the Thainess Factor, its core elements, and practical applications towards the desired end objective, that is, a more methodical approach to consensus cultivation of Thailand's intellectual capital.

Nevertheless, whilst this study primarily focused on Thainess, the underlying findings pertaining to First Impression Principles, Neuro-linguistic programming, and the IC Mind Mapping Concept, could also be applied in identifying the unique parameters of the Intellectual Capital of any individual, group, community, national region, nation or geo-economic region. Furthermore, this study has contributed to establishing tools, formulating programs, and implementing plans for promoting and increasing the IC value of any of these sectors.

Within this broad context, the purpose, relevance and implications of this study can therefore be applied beyond the traditional scope of marketing—as usually confined to specific service or product industry sectors—into other industries or disciplines where a greater understanding of IC, and application of its underlying principles, can make a significant contribution to economic capital (EC).

The author is also aware that the intellectual capital concept is still evolving, and for that reason does not fall into the more traditional product or service categories to which marketing or management are normally applied for value creation tools. For that reason, it may at first appear that some of the applications of this study would more appropriately fall under other similar traditional classifications such as economics, politics or indeed diplomacy and foreign affairs. However, it becomes self-evident that the success of each of these other disciplines has always drawn from established and broadly accepted marketing and management principles. Conversely, it also becomes readily apparent that IC as a major potential asset is or can become of vital

importance for management, economic, political and diplomatic consideration, in Thailand, any other nation, and existing or emerging geo-economic regions.

Finally, the author also wishes to note, that the relevance and applications of the findings of this study, therefore fall within this expanded perceptual model and re-interpretation of traditional marketing and management disciplines.

6.2 Theoretical Ramifications

Fundamental to this study is the concept of ‘Thainess’, which is defined as the sum total of all psychological, social and cultural variables that are uniquely and distinguishably Thai. At the practical level it comprises the positive first impression on, and the unchanged neuro-linguistic perception in subsequent encounters of, the six senses – namely sight, sound, smell, feel, taste and individual intuition. The Thainess factor in its total impact therefore facilitates a natural yet essential environment for positive, mutually rewarding and co-operative encounters.

Of particular relevance in placing a value on the Thai intellectual capital, also referred to as ‘Thainess’ in this study, is the need to overcome one of the perceived limitations of ‘First Impression’ IC Mind Maps. Existing Mind Maps almost exclusively focus on ‘Incoming’ Knowledge through the 6 senses, as referred to in above paragraph.. And, generally, it is only assumed that, when an ideal combination of such Knowledge inflow has been achieved to evoke desired response, that this response will be relatively uniform, or universal.

1. This study found the world class services language formation is used to make a good first impression by using the new intellectual capital model which is based on the human holistic approach. The new capital model is contained within the brain, mind, and body so as well as an emphasis on organizational capital - consisting of the logo, brand image, and the national capital – we utilize the cultural capital of beliefs and values. The traditional identity of Thais can be used to transfer impression management leading to customer satisfaction.
2. This study found that Thais’ body language gives a good first impression by utilizing wais, smiles, and the saying of “Sawaddi krub” by men or “Sawaddi kha” by girls, and by using a soft tone of voice.

3. This study found that Thai values such as humility, submissiveness, kindness, attentiveness, thoughtfulness, courtesy, gentleness and invention make Thais appear welcoming, and becomes an important factor in managing first impressions. They also bring an acceptance and knowledge among international customers that Thais are impressively service minded.
4. This study found that first impression management consists of the inner and outer persona of the person, in which the mind capital is tangible but with the tactile perceptions of feeling and touching. This mind capital is cultivated in Thais from a very young age in their homes, temples and schools. This socialization process has helped them to create their individual beliefs, attitudes, and values. If we knew how to use it, then we could create added value for not only the person but also organizations, society, and the country at large.
5. This study found that mind mapping is a good cognitive tool which helps to manage knowledge effectively.

6.3 Limitations of the study

The limitations in such an assumption should readily become apparent, in that it does not account for the individual interpretation of this common Knowledge Base. By that is meant, that every individual's pre-dispositions, attitudes, values and needs are, by past experiences and other conditioning processes, very different. Specifically this implies that any Knowledge Data will be evaluated, interpreted and, ultimately, perceived differently by each person. Therefore, there is limited basis for believing that, for example, this seemingly ideal neuro-linguistic stimulus combination will evoke a consistent and universal response. This view appears to be supported, based on empirical data, by the different responses to many, if not all, of First Impression stimuli by, for example, a person from New York, Sydney, Delhi or Tokyo. Nor does it appear reasonable to expect an identical Knowledge Data perception, interpretation and response, from a middle-class manufacturing sector person in any of these countries, and upper socio-economic level business or financial executives from these same cultural backgrounds. Whilst outside the scope of this study; indeed, it could be interpreted a limitation of the results of this study; this apparent limitation of IC

Mind Maps per se, has been introduced to further support the belief of the author that Thainess has an even higher IC Value, then has been generally recognized or postulated. It lends support for this claim, because the First Impression made, and related response, in Thainess encounters, is indeed universal. The neuro-linguistic impact of the embodiment of Thainess, is almost constant - irrespective of socio-economic and cultural conditioning of the responder. And in its totality, this study provides further support to Thailand's unique Intellectual Capital - of equally unique value.

Thus, Thainess takes on even greater importance in the implications and applications of Thai IC across the broad range of Thai encounters, endeavors and plans for its future prosperity.

6.4 The Value of Thainess

This study hypothesizes that Thainess is an integral component of successful Thai enterprises, a hypothesis that was validated by 5 in-depth case studies of Thai service industry leaders, notably Chiva-Som Spa & Health Resort, Thai Airways, Mandarin Oriental Hotel, Jim Thompson and Blue Elephant Restaurant. Each case study confirmed the vital role of Thainess in every aspect of the marketing of company image, customer experience, service and product. Each also confirmed that Thainess of service staff was the greatest 'hidden' contributor to company success. And whilst these case studies were confined to what might be deemed as Tourist Industry Service Companies, the unique and universally appealing marketing strength of Thainess may be extrapolated as being of equal benefit for all Thai enterprises at home or internationally, where in both markets the Thainess factor offers a significant competitive edge.

6.5 A Model for Fostering Thainess

The challenge for the author of this study, was to also identify the key components of what constitutes this, until now, intangible assets, termed for the purpose of this study as Thainess; and to formalize a practical model to foster this core attribute within any company or institutional business culture. The author also believes that only with the universal availability of such a practical model will a

broader acceptance and implementation of Thainess be achieved; as the pre-requisite for greater and lasting social, cultural and national economic impact. This objective of the study has been achieved in identifying the structure, components and implementation methodology of such a model to foster Thainess. It has also paved the way for the application of Consensus Multipliers in further heightening awareness of the real value of Thainess, and its application to Thai Economic Capital variables and/or considerations.

6.6 Thainess - A Construct for Regional Cooperation

Whilst this study was first and foremost motivated by a desire to contribute to Thai prosperity, the author also recognized the need to ensure continuity of this prosperity as new economic environments, markets and relationships evolve, for example, the AEC (Asian Economic Community) as planned for introduction in 2015. The potential by-products of this plan will be far reaching not only for Thailand specifically, but also for this new Asian economic zone generally. The author also believes that the general findings of this study, can further contribute not only to a continuing, and possibly increased economic welfare of Thailand, but achieve these same objectives for this new geo-economic region as a whole. Thailand, as a key member, would therefore benefit further from a 'strong and balanced' AEC. Whilst also beyond the scope of this study, it is postulated that Thailand's continuing prosperity is enhanced by 'strengthening' this economic 'partnership' in fostering a greater sense of co-operation, while simultaneously reinforcing national cultural uniqueness and related competitiveness. A further practical outcome of this study is therefore the relevance of the 'Thainess' model in the broader economic promotion of AEC, as will be increasingly exposed to other Asian economic regions competitors. The model as developed out of this study is ultimately relevant for any culture with its own unique intellectual capital as vested in its national human resources, where Thainess merely reflects the unique components as relevant for Thailand, in this otherwise universal human resource and intellectual capital development model.

6.7 Core Thainess Value Multipliers

For the purpose of this chapter with a focus on the practical applications of the study's findings, the core components of the broadly termed 'Thainess Model', may be summarized as follows, and where applied in logical combination and weight, these components serve as Value or Consensus Multipliers.

6.7.1 The First Impression Principle

Upon further consideration, it becomes obvious that the first impression principle is fundamental to all positive inter-personal encounters in any endeavor. As such any factors that can significantly enhance positive and mutually rewarding first encounters, have far reaching and equally positive consequences. This study shows that Thainess has all of the factors deemed essential to optimizing such neuro-linguistic, cognitive and social encounters. It will be readily apparent that within the broader scope of this study, First Impression is paramount, as it is a direct function of the following Thainess knowledge utilization multipliers. Whilst First Impressions are invariably based on assumption that only non-verbal communication factors are at play in shaping the quality of mutual First Impression, it is important to realize that a number of other, equally important, factors also determine quality of First Impression in any encounter. Of these, pre-conceptions and value systems of each encounter participant, and as based on past experiences and other Mind Map conditioning, appears to be of equal importance, as any perception is 'distorted' by any variation in, or difference between, said pre-conditions residing in each encounter participant's Mind Map. The author therefore acknowledges that this variable was outside the scope of this study, and is therefore identified as vital basis for further scientific research.

6.7.2 Neuro-linguistic Programming (NLP)

Within the context of this study, the concept of neuro-linguistics pertains to non-verbal inter-personal communications. Thus, it is at this level of communication that other important Thainess factors come into prominent effect, such as aforementioned subliminal impressions of encounter related sights, sounds, smells, tastes and general ambience of the physical setting in which any first encounter takes

place. Within this context, neuro-linguistic programming is considered as any process which enhances non-verbal positive communication skills. This concept therefore has two inter-related, yet separate, implications for this study. This first implication relates to identifying, and establishing relative weight, of each neuro-linguistic variable; while the second implication relates to programming positive personal neuro-linguistic skills, as the core First Impression variables. These variables include visual impression, body language communication; environmental factors such as sound, smell and ambience; and the overall attitude and image conveyed to illicit a positive and lasting impression, where all this takes place before any verbal communication, which is equally influenced by such neuro-linguistic foreplay. Human capital interaction is at the core of neuro-linguistic communications aimed at achieving the desired first impression. However, the related and essential neuro-linguistic skills are not entirely intuitive in said human capital. Therefore the process of imparting these essential neuro-linguistic skills will be most efficiently achieved by applying the related IC Mind Maps, as the vital third multiplier.

6.7.3 Utilization of IC Mind Maps

This third element of Thainess is more intrinsic and subjective, and relates to a greater understanding of the process by which the above neuro-linguistic skills can be more efficiently and intuitively internalized and applied, either at organizational level or in group or individual encounters. IC Mind Maps therefore also serve as the most effective method for enhancing these skills in related learning, teaching or training programs. For the purpose of this chapter, the Mind Map concept may be broadly described as the most efficient process by which the mind absorbs and inter-links information into personally meaningful and memorable patterns of connections, and which are therefore more readily stored and retrieved in the process of causing a permanent and desired change in neuro-linguistic, and more overt personal attitudes and behavior. This study contributes in a significant way to a broader knowledge base and practical applications. It has identified the most important factors in Thainess, that is, Thainess IC Mind Maps. These Mind Maps can therefore be applied at various levels of the total Knowledge Creation, Utilization and Dissemination Process, and

serve as powerful catalysts or ‘Multipliers’, for neuro-linguistic skills acquisition, as the vital intervening variable in the achievement of optimal ‘First Impression’.

However, within the broader context of this study, application of IC Mind Maps becomes equally important at the practical level, for the above Value and Consensus Multipliers as follows:

1. Definition of Learning Objectives - as most relevant for Organizational Management to set learning objectives, and the related development of such objectives, IC indices and indicators for each capital form

2. Knowledge Creation - for example, by brain storming to generate new ideas and initiatives, and thereby also contributing to double-loop learning and creativity stimulation

3. Knowledge Capture - for the expansion and/or modification of existing Mind Maps, including interviews, protocol analysis, and task observations of people and objects

4. Knowledge Dissemination - including knowledge transfer and sharing, as particularly relevant in learning, teaching, training and presentation encounters

5. Knowledge Utilization - in problem solving and decision making; and collaboration, work, and other group or one-on-one encounters

6. Service Process Capital Analysis - to identify generic or specific service deficiencies as they may relate to first impressions

7. Renewable Innovations Capital Analysis - as for example to map all of the inherent detractor and contribution variables within conceptual models such as the Thainess Concept

8. Product or Customer Capital Analysis - as another key determinant of the proportional and actual intellectual capital value of any commercial or institutional enterprise

Specific examples of Mind Maps developed for leading Thai industry sector companies can be found in the Case Studies section of this study, where each is based on a different mix of the above consensus, value or impact multipliers, and therefore each of these IC Mind Maps uniquely reflects the economic and intellectual capital, needs and objectives of each company.

It can be readily understood, that each of these three key components of the Thainess Concept, that is, First Impression, Neuro-linguistic Programming and IC Mind Maps, are in total application 'Effectiveness Multipliers' in the conceptual modeling process, which is aimed at a greater understanding and nurturing of Thainess, and the valuation of intellectual Thainess capital of any profit or non-profit Thai enterprise.

6.8 Thinking of the Future: World and National Trends

A fundamental motivation for this study are the observable global and national trends pertaining to social, cultural and economic changes at every level of society, in Thailand and worldwide, and not all in the best interest of long held Thai or national value systems, nor the unique intellectual capital vested in each country's human resources. The purpose of this study in no small part, is to also link core findings pertaining to Thailand's Intellectual Capital Value, to practical applications at related Public, Industry and Government levels

In broadest summary, seemingly irreversible national and global trends, all point towards a loss of unique national culture, creativity and value systems, This, in combination, also points to a loss of sovereign intellectual capital as vested in national human resources and intellectual property. Furthermore, in regions of planned 'amalgamation' of the unique intellectual capital (IC) of nation states; such as for example in the Asian Economic Union (AEC) planned for 2015, there is a perceived double risk for Thailand. First, the risk of a reduction of the combined intellectual capital as presently vested in the individual members, following any such union. Secondly, the risk of reduced IC value of members with above average IC value prior any union. Furthermore, and most significantly, Thailand in particular is exposed to the additional risk of experiencing a disproportionate loss of its IC value, as current leader in IC value amongst proposed union members. This likelihood is based on the 'conservation of capital principle' which applies to such 'mergers', which postulates that the sum total of IC value of any merged entity will be equal to the combined individual IC value of merging partners, which in this case are the member nations of planned AEC union. Should this principle hold true for the AEC, then it is reasonable to assume that there will also be a 're-distribution' of capital, including IC value. It

therefore follows that Thailand, presently with highest IC value, will accordingly experience an inevitable and disproportionate decline in its IC value, as it is re-positioned closer to the mean IC value of the AEC.

However, while this potential threat to a further erosion of Thailand's IC value is still some time into the future; a similar process of Thai IC devaluation is already under way, and has been for some time, based on the following factors –

6.9 Breakdown of Traditional Family Values

Traditionally the Thai family has been the main depository of IC Knowledge. Accordingly it has been primarily responsible for generational Knowledge Transfer and Dissemination. However, the generation gap in lifestyles, attitudes and values continues to be eroded by many factors, including the economic conditions and lifestyle expectations of new generations, which have contributed to the near extinction of the traditional extended family and related sharing of house, land, values and attitudes, that is, the core Knowledge base of Thainess. The essence of Thai IC therefore; cultural values, social norms and related intuitive neuro-linguistic skills; continues to be diluted with the decline in extended family life experiences and the related increase in the communication gap between successive generations.

6.10 Westernization of the Work Ethic and Lifestyles in General

Until two decades ago, extended family members leaving their traditional Knowledge Base for economic or other reasons would often broaden personal Thai Knowledge by experiencing additional Thai cultural values while similarly sharing their own Knowledge with others of different Thainess. Until such time, it could be argued that Thai IC was actually increasing in value as geographic Knowledge Transfer helped to refine and shape the Thainess factors and related unique IC value. However since that time, the major population re-location occurred from rural areas to commercial cities, where Western methods of marketing and work ethics were readily embraced by individuals, business enterprises and whole industry sectors in pursuit of greater economic success. Western methods, attitudes, role models and lifestyles were therefore perceived as personal or business success multipliers, and were constantly reinforced by westernization also of advertising, art, music, fashion, media channels

and therefore lifestyles generally. This gradual exchange of Thai culture for seemingly more appealing Western ‘ways’ occurred almost entirely at the expense of a great dilution of Thainess, or Thai IC.

6.11 Economic Globalization Challenge

This almost subliminal intrusion of Western values into traditional Thai culture may be viewed as the first sign, and impact, of what has since been termed globalization. And as such globalization is essentially driven by economic considerations. In more recent years Thailand has experienced cultural changes, to where the ‘Now Generation’ is barely distinguishable from its global counterparts. This impact on Thai IC value is now one of Thailand’s greatest challenges.

6.12 Recommendations for Practical Applications

The preceding sections of this chapter outlined the Thainess concept, or Intellectual Capital (IC), and its economic and cultural importance for Thailand, its lifestyle and standard of living. Also covered where the methods and tools to maintain and cultivate this unique national asset.

Whilst not within the scope of this study, the author has sought to further emphasize the vital importance and relevance of this neglected concept of Thainess, by placing it into clearer perspective within historical and present national and global trends, which create new challenges as well as offering new opportunities for Thailand.

Last, but not least of all, the author sought to re-emphasize that, whilst this study focused on the relevance of the Intellectual Capital concept for Thailand; its methodology, programs, models and tools are equally relevant and applicable for any country or region in the world. And given this universality of this concept, it can also serve as a powerful Consensus Multiplier to achieve greater co-operation amongst nations of differing cultural and economic backgrounds, towards common objective of greater mutual or reciprocal benefits.

Any idea or concept only gains relevance and importance by demonstrating its practical applications in achieving desirable and beneficial outcomes. The following examples of Intellectual Capital Knowledge application to a range of key

determinants, of what may broadly be described as Thai Lifestyle, seeks to further validate the vital importance of this emerging tool. The author does not presume to know, or promote, the priorities of individuals, businesses or government policies. Instead, these examples are merely indicative of how an increased knowledge and appreciation of the importance of Thailand's Intellectual Capital can, and should, be utilized in the formulation of plans and programs to achieved desired outcomes.

As importantly, the format of these IC Knowledge application examples, which may also be considered to comprise a range of Consensus Multipliers, further serves to develop a methodology for IC Knowledge Analysis and the formulation of related objectives, plans and program implementation at diverse personal, business and public levels. For this purpose, following is a list of core application components as tools to develop and refine appropriate and related methodologies, a starting point having been provided by use in the following examples.

6.13 Core Application Consensus Multipliers for Long-term IC Development

	Abbreviation
1. First Impression Principles	FIP
2. Neuron-linguistic Programming	NLP
3. IC Mind Maps	ICMM
• Learning Objectives Definition	LOD-MM
• Knowledge Creation	KCR-MM
• Knowledge Capture	KCA-MM
• Knowledge Dissemination	KDS-MM
• Knowledge Utilization	KUT-MM
• Service Process Capital	SPC-MM
• Renewable Innovation Capital	RIC-MM
• Customer Product Capital	CPC-MM

6.13.1 Personal Level

- **Quality of Life**

Scope	Personal Self-improvement and Self-actualization
Objectives	
<i>Primary</i>	Personal Choice, Opportunities and Welfare
<i>Secondary</i>	Knowledge, Skills, Fair Rewards, Recreation
Determinants	Personal IC, Attitude & Ambitions, Learning Opportunities
Facilitators	Education & Vocational Programs, Employers
Multipliers	FIP, NLP, KCR-MM, KCA-MM, KDS-MM, KUT-MM

- **Work Satisfaction**

Scope	Work as Meaningful Part of Total Personal Lifestyle
Objectives	
<i>Primary</i>	Meaningful Occupation, Fair Reward, Advancement
<i>Secondary</i>	Skills Training, Management Attitude, Social Opportunities
Determinants	Management, Co-Workers, Government Sector Personal IC, Attitudes & Ambitions Learning Opportunities
Facilitators	Education & Vocational Systems, Employers
Multipliers	FIP, NLP, KDS-MM, KUT-MM

6.13.2 Private Sector

- **Industry**

Scope	Performance in Traditional and Emerging Markets
<i>Primary</i>	Increase Market Share & Competitiveness
<i>Secondary</i>	Enhance the Total Environment for Economic Success Leverage Staff, Company, Industry and National IC Value
Determinants	Corporate Culture, Management Attitudes, National Objectives Relevant IC Management & Staff Training
Facilitators	Management, Industry Associations, Government Policy
Multipliers	FIP, NLP, LOD-MM, KDS-MM, KUT-MM, CPC-MM

- **Service Industry**

Scope Consumer Expectations versus Service Experience

Objectives

Primary Increase Market Share & Competitiveness

Secondary Increase IC Knowledge Utilization

Leverage Staff, Company, Industry and National IC Value

Determinants IC Knowledge Programs, Acquisition & Utilization,
Corporate Culture, Management Attitudes, National
Objectives

Facilitators Management, Industry Associations, Government Services

Multipliers FIP, NLP, LOD-MM, KDS-MM, KUT-MM, SPC-MM,
CPC-MM

- **Tourism Service Sector**

Scope Unique Thainess Appeal and Global Tourism Markets

Objectives

Primary Increase Market Image, Share & Competitiveness

Secondary Increase IC Knowledge Utilization

Optimize Service Staff IC Competence

Leverage Staff, Company, Industry and National IC Value

Determinants IC Knowledge Staff & Management Programs

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Industry Culture, Management Attitudes, National
Objectives

Facilitators Management, Tourist Associations, Government Programs

Multipliers FIP, NLP, LOD-MM, KDS-MM, KUT-MM, SPC-MM,
RIC-MM, CPC-MM

- **Export Industry**

Scope Thai IC, Global Customer Image and Expectations

Objectives

Primary Increase Market Image, Penetration & Share

<i>Secondary</i>	IC Knowledge Utilization in Productivity & Quality Management Increased Labor & Management IC Knowledge Utilization Leverage Staff, Company, Industry and National IC Value
Determinants	IC Knowledge Management, Staff & Labor Programs Industry Culture, Management Attitudes, National Objectives
Facilitators	Management, Industry Associations, Government Promotions
Multipliers	FIP, NLP, KDS-MM, KUT-MM, SPC-MM, RIC-MM, CPC-MM

6.13.3 Government Sector

- **Industry & Commerce**

Scope	Competitiveness in National and Global Markets
Objectives	
<i>Primary</i>	Industry Consensus and Integrated Action
<i>Secondary</i>	IC Knowledge Utilization in Productivity & Quality Management Increased Labor & Management IC Knowledge Utilization Leverage Government & Industry Action and National IC Value
Determinants	Government Policy, Initiatives and Programs National and Global Economic, Market & Consumer Trends IC Knowledge Industry, Management, Staff & Labor Programs Industry Culture, Management Attitudes, Social Trends
Facilitators	Management, Industry Associations, Communication Channels
Multipliers	LOD-MM, KCR-MM, KCA-MM, KDS-MM, KUT-MM, RIC-MM

- **Media & Communication**

Scope A Re-discovery of the Unique Values of Being Thai

Objectives

Primary Enhanced Personal Self-Image and Cultural Pride

Secondary IC Knowledge Utilization in in all Media Channel Promotions

Elevated Personal, Management & Corporate Self-esteem

Increased Desire to Contribute to Cultural Prosperity

National Consensus on Purpose and Action

Determinants Present Social Norms, Perceptions, Welfare Trends and Attitudes

IC Knowledge Dissemination and Utilization

Industry Culture, Management Attitudes, Social Trends

Facilitators National Role Models, Cultural and Community Leaders

Multipliers FIP, NLP, KDS-MM, KUT-MM

- **Cultural Image & National Resources**

Scope The Unique Thainess Factor and Value

Objectives

Primary A Consensus Platform for Cultural, Social & Economic Prosperity

Secondary IC Value Capture, Analysis and Dissemination

IC Knowledge Dissemination in Public & Industry Promotions

Increased Media, Industry & Corporate IC Knowledge Utilization

Leverage Media, Industry, Corporate & Role Model Thainess

Determinants Government Policy, Initiatives and Programs

Bi-partisan Political Support

Broad Media, Corporate and Thai Role Model Support

	Industry Culture, Management and Social Trends & Attitudes
Facilitators	Media, National Role Models, Cultural Leaders, Industry
Multipliers	FIP, NLP, LOD-MM, KCR-MM, KCA-MM, KDS-MM, KUT-MM, RIC-MM

6.13.4 International Affairs

- **Competitiveness**

Scope	Competitiveness in National and Global Markets
Objectives	
<i>Primary</i>	Industry Consensus and Integrated Action
<i>Secondary</i>	IC Knowledge Utilization in Productivity & Quality Management
	Increased Labor & Management IC Knowledge Utilization
	Leverage Government & Industry Action and National IC Value
Determinants	Government Policy, Initiatives and Programs
	National and Global Economic, Market & Consumer Trends
	IC Knowledge in Industry, Management, Staff & Labor Programs
	Industry Culture, Management Attitudes, Social Trends
Facilitators	Management, Industry Associations, Communication Channels
Multipliers	FIP, NLP, LOD-MM, KDS-MM, KUT-MM, SPC-MM, RIC-MM, CPC-MM

- **Co-operation**

Scope	The Strength of Thainess in International Diplomacy
Objectives	
<i>Primary</i>	Increase Thailand's Global Competitive Position

- Secondary* Leverage Diplomatic and Negotiating Strength via Thai IC
 IC Knowledge Utilization in International Diplomacy
 Increased Labor & Management IC Knowledge Utilization
 Leverage Government & Industry Competitive Action
- Determinants Government Policy, Initiatives and Programs
 Political & Industry IC Value Internalization & Consensus
 National and Global Economic, Market & Consumer Trends
 Historical Inter-National Relationships
- Facilitators The Unique Advantages and Benefits of Thai IC
- Multipliers FIP, NLP, LOD-MM, KCR-MM, KCA-MM, KDS-MM, KUT-MM, RIC-MM
- **Asian Economic Community (AEC)**

Scope The Unique Advantages, Benefits and Value of Thai IC

Objectives

Primary Preservation of Thailand's Prosperity

Secondary Maintenance of Thailand's IC Value and related Benefits
 Government Sponsored Analysis Thai IC Value
 Thai IC and Economic Capital (EC) as Diplomatic Platform
 Leverage Government & Industry Action and National
 IC Value
 Identify Thailand IC Devaluation Factors and Variables

Determinants Government Policy, Initiatives and Programs
 Political and Industry Consensus on Objectives
 National and Regional Policy, Economic and Market Trends
 Historical Inter-Regional Relationships

Facilitators Thailand's Unique IC & EC Advantages and Benefits

Multipliers FIP, NLP, LOD-MM, KCR-MM, KCA-MM, KDS-MM, KUT-MM, RIC-MM

6.14 Conclusion

The timing of this study and its findings and relevance coincide with unprecedented economic, social and cultural turmoil around the world. Events which upon closer analysis could be defined as an unsustainable conflict between the total erosion of the Economic Capital (EC) and the cultural and social traditions embedded in the as yet intangible Intellectual Capital (IC) of nation states.

Current events demonstrate beyond doubt, that no nation state is immune to such conflict based on historic economic, creative, intellectual or economic power. This present socio-economic turmoil can be witnessed in such diverse countries such as Greece, Spain, Italy, Israel, Egypt and the UK, and all countries once in possession of their own unique Intellectual Capital which sustained the economic, cultural and social welfare of each of these nation states. And it may only be a matter of time, before this inherent conflict between Economic Capital and Intellectual Capital, as also already exists in ‘Western Power House Economies’ such the USA, Germany and France, will cause similar turmoil in these countries. Whilst the far more complex factors underlying such conflicts are well outside this study, this now very apparent trend throws further focus on what appears to have been neglected in each of the above countries, i.e. the importance of national intellectual capital.

The timeliness of this study therefore relates to providing a far greater awareness and understanding of this intangible national asset, and its increasing importance for inclusion in formulating plans; be they personal, social, cultural, corporate, institutional, economic or national in objectives or implementation.

6.15 Value of Study

The value of this study therefore resides in its many findings, implications and applications; the related increased knowledge base, the key components and variables of Thai IC; and the related analytical, modeling and program tools, as can be utilized at every one of the above mentioned levels of socio-economic and cultural, national, regional or global enterprises for both short-term and long-term development.