

The Solutions in Thai Herbal Development Collaboration

Supapun Hoonchangtong

53/33 Sukhumvit rd. Soi 42/1 Phrakonong

Klongtoey, Bangkok 10110, Thailand

supapan_teesri@yahoo.com

Abstract - The objectives of this dissertation are to study: 1) characteristics of collaboration in Thai herb industry development, 2) collaboration problems in Thai herb industry development, and 3) solution to collaboration problems in Thai herb industry development. The research has been both qualitatively and quantitatively conducted. The data have been collected by in-depth interviewing 16 purposively selected informants and 400 questionnaires. The result shows that there are only a few signs of organizational collaboration regarding joint project execution, joint project planning, information exchange, collaborative working and decision making, and assessment. Current collaboration is usually in forms of networking and coordination. Crucial collaboration problems in Thai herb development concerning joint project execution, joint project planning, information exchange, collaborative working and decision making, and assessment, are organizational goals and objectives, organizational culture, relationship between organizations, government policy and governmental support, and related laws and regulations. Key answers to the aforementioned problems are that organizational value must be adjusted to encourage its personnel in having positive attitude toward inter-organizational collaboration. In addition, organizational objectives should be altered in order to mutually accomplish optimal outcome. Also, organizations must be prepared in term of resource for facilitating collaboration, including personnel, budget, technology, and facilities. Furthermore,

inter-organizational networking and partnership must be constantly built up. Finally, coordination should be made from the beginning of a project, and a written agreement or contract on collaboration should be established.

Keywords - Collaboration, Joint Project Execution, Joint Project Planning, Information Exchange, Collaborative Working and Decision Making, Assessment

I. INTRODUCTION

In order to successfully develop Thai herb industry, collaboration between government, private, and public sectors is essential. There have been several problems regarding inter-organizational collaboration such as unwillingness to cooperate, lack of incentive, lack of understanding on objective of collaboration or misunderstanding in work context [1], as well as absence of collaboration management in Thai herb development; for example, government has no clear supporting policy, researches have been conducted on individual basis, but lack of serious integration. Therefore, the researcher is particularly interested in studying Solution Approach to Collaboration Problems in Thai Herb Efficiency Development in order to improve Thai herb industry.

II. RESEARCH OBJECTIVES

1. To study the characteristics of collaboration in Thai herb industry development.

2. To study the collaboration problems in Thai herb industry development.

3. To study the solution to collaboration problems in Thai herb industry development.

III. RESEARCH RESULTS

1. There are only a few signs of organizational collaboration regarding joint project execution, joint project planning, information exchange, collaborative working and decision making, and assessment. Due to the fact that each organization moves toward its own goal, hence existing collaboration is usually in forms of networking and coordination, but not results-based collaboration.

2. Important problems are: 1) difference of organizational aims, 2) dissimilarity of organizational culture due to each own mission, 3) lack of good inter-organizational relationship, 4) lack of policy from government to earnestly encourage and support inter-organizational integrated collaboration, and 5) related laws and regulations, also sluggishness of official system which is a significant barrier in doing business for private sector where swift decision and execution are essential.

3. Significant solution approaches are that: 1) organizational value must be adjusted to encourage its personnel in having positive attitude toward inter-organizational collaboration, 2) Organizational objectives should be altered in order to mutually accomplish optimal win-win outcome, 3) Organizations must be prepared in term of resource for facilitating collaboration, including personnel, budget, technology, and facilities, 4) Inter-organizational networking and partnership must be constantly built up, and 5) Coordination should be made from the beginning of a project, and a written agreement or contract on collaboration should be established.

IV. RESULT DISCUSSION

1. On the issue of characteristic collaboration in Thai herb industry development, inter-organizational collaboration regarding joint project execution is trivial, which all informant groups, Government Executive and Authority group, Private Herb Product Entrepreneur group, Local Organization Representative group, and Civil Society Representative group, unanimously agreed.

In addition, inter-organizational collaboration regarding joint project planning is also small, which all informant groups, Government Executive and Authority group, Private Herb Product Entrepreneur group, Local Organization Representative group, and Civil Society Representative group, unanimously agreed.

Moreover, regarding information exchange, the level of inter-organizational collaboration is low as well, which all informant groups, Government Executive and Authority group, Private Herb Product Entrepreneur group, Local Organization Representative group, and Civil Society Representative group, unanimously agreed.

Furthermore, concerning characteristic of inter-organizational collaboration in collaborative working and decision making, mostly there is very little collaboration, which all informant groups, Government Executive and Authority group, Private Herb Product Entrepreneur group, Local Organization Representative group, and Civil Society Representative group, unanimously agreed.

Finally, regarding assessment, there is not much collaboration between organizations, which all informant groups, Government Executive and Authority group, Private Herb Product Entrepreneur group, Local Organization Representative group, and Civil Society Representative group, unanimously agreed.

2. On the issue of collaboration problems on Thai herb industry development, there are 5 significant associated problems as following:

- Regarding organizational goal or objective, each organization has its own goal or objective therefore they follow their own missions. This corresponds with the concept which states that organizational objective or policy is a component that leads organization to success. Not only that they need to be comprehensible, but also be conformed [2, 3, 4].

- Regarding organizational culture, each organization has different culture from one another due to difference in missions. This corresponds with the idea of Quade [5] which stated that how efficient a joint project would be executed depends on organizational value.

- Regarding inter-organizational relationship, there is a lack of good relationship between organizations. This corresponds with the research of Orathai Kokpol [6] which stated that unless the relationship between organizations is good, it would be difficult to achieve common goal; the better the relationship between organizations, the higher chance to mutually accomplish things [7].

- Regarding government policy and support, government policy doesn't truly support organizations. This corresponds with the research of Suchart Adulbutra [8] which stated that a significant problem that causes collaboration struggling is that the government hasn't established a clear policy that would encourage co-development with private sector; also the lack of help and support from government sector. In addition, this too corresponds with the research of Duangthip Wiboonsakchai [9] which stated that government sector should support private sector and related organizations to invest in joint projects together.

- Regarding related laws and regulations, it corresponds with the research of Suchart Adulbutra [8] which stated that related laws and regulations is a cause of delay in cooperative project approval which is contrast to how private sector carries out business

where swift decision and execution are essential.

3. On the issue of solution approach to collaboration problems in Thai herb efficiency development, there are associated solution approaches as the following:

- Organizational value model should be created in order to stimulate positive behavior toward inter-organizational collaboration. This corresponds with the research of Duangthip Wiboonsakchai [9] which stated that organizations taking part in joint project must overcome the difference in the organizational cultures and focus on the settled responsibility/role/policy and regulations; also team building is necessary in order to successfully create a good inter-organizational relationship. This also corresponds with the idea of Quade [5] which stated that how efficient collaboration could be performed depends on the concordance between organizational policy and value.

- Organizational goals must be adjusted to benefit all parties. This corresponds with the research of Duanthip Wiboonsakchai [1] which stated that win-win agreement and objective are needed to make inter-organizational collaboration happen; without a shared objective, it is difficult to make inter-organizational collaboration successful.

- Organizations must be prepared in term of resource for facilitating collaboration. This corresponds with the research of Supachai Yavaprabhas [10] which stated that; to allow policy to meet success, organization must be prepared or be fully supported in term of budget and man power. In addition, Virat Viratnipawan [11] stated that key factors to a successful collaboration are money or budget, human resource, equipment and information technology, management, and marketing.

- A good interaction between involved organizations must be made. This corresponds with the idea which stated that former relationship between organizations would greatly affect the success rate of a policy [12].

The better inter-organizational relationship, the more likely collaboration will meet success [7].

- Coordination must be made, and a written agreement or contract should be established. This corresponds with the research of Duanthip Wiboonsakchat [9] which stated that both parties should coordinate and officially establish an agreement by defining the responsibility of each party clearly.

V. SUGGESTIONS

1. Government sector must establish a clear policy that would encourage other sectors to take part in Thai herb industry development earnestly and continuously. Also, laws and official regulations that currently are technical barrier to inter-organizational cooperation must be adjusted.

2. Organization's knowledge on Thai herb should be managed; also proficiency of its personnel should be enhanced in term of knowledge, skill, and experience; which would turn the organization into a learning organization.

3. Organizations should encourage their staff to have positive attitude toward inter-organizational cooperation, or adjust their organizational value to be open-minded for accepting change from outside; also organizational culture concerning facilitating each other in cooperation must be made by taking co-established policy into consideration.

4. Organizations taking part in joint project must adjust their goals and objectives in order to mutually accomplish optimal outcome.

5. Organizations must be prepared in term of resource for facilitating collaboration, including proficient staff, sufficient budget, technology, facilities, and leadership who perceive the significance of inter-organizational cooperation when putting projects into action.

6. Relationship or networking and partnership system between organizations should be continuously developed.

7. Academically, there should be researches on cooperation between organizations concerning Thai herb industry development from different contexts to enable result comparison. Otherwise, study on a specific aspect such as cooperation between government and private sectors in Thai herb raw material production development in order to use the research result as fundamental information to develop Thai herb industry to be more successful in the future.

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(Arranged in the order of citation in the same fashion as the case of Footnotes.)

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