

## CRITICAL SUCCESS FACTORS OF MANAGEMENT STYLE IN FOOD INDUSTRY AND CONSUMER PRODUCTS RESPOND TO THE ASIAN ECONOMICS COMMUNITY

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### Abstract

The study of Critical Success Factors of management style in food industry to Asian Economics Community was conducted to investigate the factors that affect to Thai food industrial in foreign countries, especially in Asian Economics Countries. The relationship between business strategies and manufacturing concern with value chain activities, logistics and transportation activities, business partners' relationship, government support and characteristics of entrepreneurs. The result found that the successful of the Thai food industrial has high related work experiences at 0.74, value chain activities at 0.80 and logistic and transportation at 0.76. The analytical of value chain activities in terms of inbound activities, operation activities, outbound activities and transportation has the high correlation level ( $r = 0.982$ ,  $p\text{-value} < 0.01$ ), following by procurement activities, human resources development, product development with the high correlation level ( $r = 0.902$  and  $r = 0.903$ ,  $p\text{-value} < 0.01$ ). While the strategic management process, in term of strategic planning also has the high correlation level (0.895,  $p\text{-value} < 0.01$ ) and strategic implementation has the high correlation level ( $r = 0.891$ ,  $p\text{-value} < 0.01$ ), the results show in the same direction for all of them which the significant level of 0.01 and 0.05. The Structural Equation Model (SEM) found that the latent variables of Factor affect to Thai food Industrial have the impact weight score on observe variables of characteristic of Thai food entrepreneur in term of experience and responsibilities at 1.42, leadership at 0.90, business partners at 0.65, product development at 0.82, government support at 0.97, to 1.00, market development at 1.30 and distribution channel at 1.30 accordingly. The analytical of constructive model on direct and indirect effect found that latent variables of entrepreneur characteristics have the direct effect on critical success factors at .903, success factor on food technology at 0.744, the management style at 0.877 with a significant level at 0.001. While the latent variable of strategic management process has the direct effect on critical success factor at 0.717, the strategic implementation at 0.713 with a significant level at 0.001. Moreover, the latent variable of logistic and supply chain activities has the direct effect to critical success factor at 1.883, competitive advantage at 3.061 with a significant level at 0.001. Food safety and food standard has the direct effect on critical success factor at 1.881. Finally, the critical success factor has the direct effect to management style at 0.916 with a significant level at 0.001.

**Keywords:** Competitive Advantages, Food Industrial, Strategic Management Process

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### 1. The importance of study

The food industry is one industry that has significant importance to Thailand's economy. It also involves international business entrepreneurs. Most of them are small and medium enterprises. Nowadays, there are more than five thousand factories in this industry throughout the country, and there are a hundred of thousand the employment.

Additionally, the food industry also has an important role in bringing the foreign currency into Thailand. As can be seen from the food industry of Thailand's total exports, there are worth more than one billion baht per year, be in one of the top ten list of exports in this country. Moreover, the food industry is the linkage between the agricultural industry which not only is the material for food production, but also can be continued to the production of

various food products with a variety of industries. Those industries need for food products as semi-finished materials or as healthy ingredient in manufacturing items such as fresh food, ready to eat food, healthy food and processed food.

Hence, the food industry has played a huge role in supporting the production of these industries while these industries also become to the key of adding value to the food products. Moreover, the food industry is regarded as the connection that links a variety of industries in both backward linkage to the raw material of restaurant industrial and supermarket. However, the serious and more concrete of implementation to develop these industries will be more necessary and urgent from now on. Thailand Board of Investment, in terms of Food Industry of Thailand, kitchen of the world suggested that investments in technology, food safety R&D and adhering to international quality standards have helped Thailand as the “Kitchen of the World.” As the largest sole net food exporter in Asia, Thailand is one of the world’s largest producers of food products such as rice, canned tuna, frozen seafood, chicken and canned pineapple. One of the important mechanisms to support the development of this industry’s achievement should be especially organized the central institute or organization for the development of the food industry.

Currently, both the public and private sector have realized that Thailand’s food industry has encountered many obstacles including production, personnel, and marketing as well as the international trade barriers. Therefore, they have attempted to improve and develop this industry.

The private sector stated that in order to ensure that the implementation of the Thailand’s foods industry could be developed more efficiently, the establishment of the food institution under the support of the government polity will help the development process of Thailand’s food more efficiency and more concrete. That institution will be responsible for setting the goal and strategic planning including the implementation plan that need to consider for entirely of food industry system as it can be seen as a linkage toward many industries that are being referred before.

The entrepreneurs in Thailand’s food industry are more than four thousand which are separated into 30 food manufactures, 300 machine tools manufacturers and the rest is the food product manufacturers. Overall, 95 percent of the small and medium manufacturers’ factories have product at 60 percent, while the others 5 percent are belonged to large factory which produce 40 percent of the rest. Approximately of 80-90 percent of food factories and production are located in Bangkok (Thailand Council of industry, 2544).

As mentioned above, the Department of Export Promotion (DPI) has a policy to promote this industry in the others rural area, due to the government’s policy which has promoted and encouraged the business and industry into ASIAN market community. Therefore, businesses need to have a strategy to be competitive as a part of ASIAN market competition. Strategy management process is one approach that will help managers determine the direction of the business. The external and internal analysis will help to generate an approximately strategy for implementation, control and evaluation. This analysis will be applied not only in the public or private sector but also many other related business. The strategy of the organization and management style of entrepreneur are important factors to determine the success or failure of the organization. Moreover, understanding and studying the successful organization that has used the strategic management will help the manager to aware the benefit of the strategy. Nevertheless, it required selecting the right strategy and apply it with the appropriate organization.

## 2. Literature Review

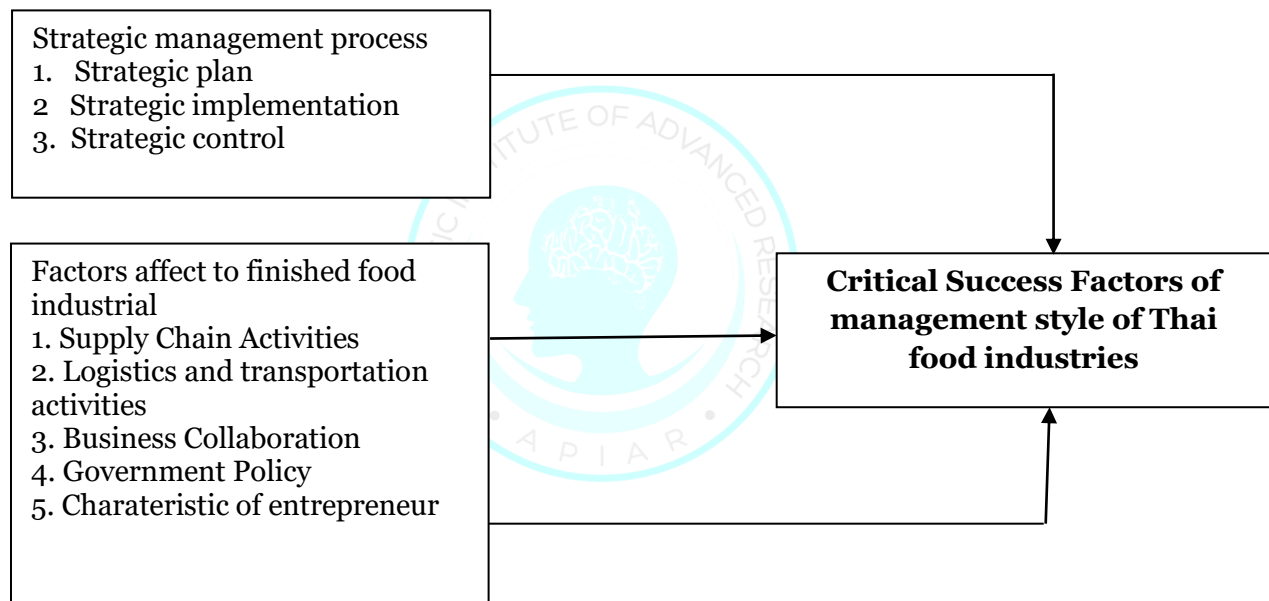
The study of Thai food industrial is developed by many researchers that they found the factors which affect business success. This study used the previous research on many perspectives of such theories. Towards a theory of supply chain management (Chen & Paulraj, 2004a), understanding supply chain management is critical research and a theoretical framework along with the study of Management of Organizational are all important. Also, a case study of food industries, the essential reference guide for all those involved in food processing industrial, important aspects of both the technological and business skills needed to successfully start and operate a food processing business manufacturing and management process for food industrial business were used to conduct framework of this study.

## 3. Theoretical Framework of study

The theoretical framework of study was developed from Porter's value chain model combine with Management style as following

### Independent Variable

### Dependent Variables



## 4. The research objectives

1. To identified the critical success factors of management style for competitive advantages of Thai food industrial for ASIAN community market.
2. To define the strategic management process of Thai foods industrial to critical success of Thai food industrial
3. To analyze factors which affect Thai food industries with regards to international competitiveness.
4. To investigate the factors that have contributed to the critical success of international business in ASEAN.

## 5. The research scope

This study is concerned with the critical success factors in terms of management style and competitive advantage in the food industry in ASIA which has studied in the group of manufacturer in industrial foods in Bangkok. The scope included analyzing business strategy management processes which affect to critical success factors of Thai food product

for international trade and analyzing strategic implementation. Additionally, the scope also included analyzing competitive advantage and strategy setting and the strategy implementation for practically in accordingly, healthy food, hygienic food product and production process, food product technology, innovation of product, marketing strategy and distribution channel, product transportation. The study was conducted by collecting the data from questionnaires and in-depth interviews with the employees and executive and all related employees who are holding significant activity in the food industry. Research also including Using quantitative analysis by Structural Equation Modeling along with qualitative analysis by using in-depth interview.

## **6. The research hypotheses**

Ho#1 Strategic management process of Thai food entrepreneur has affected Critical Success Factors of management style of Thai food industries

Ho#2 Factors affects to Thai food industrial has affected Critical Success Factors of management style of Thai food industries

Ho#3 Supply chain activities has affected Critical Success Factors of management style of Thai food industries

Ho#4 Logistic operation and transportation has affected Critical Success Factors of management style of Thai food industries

Ho#5 Business partner relationship has affected Critical Success Factors of management style of Thai food industries

Ho#6 Government support policy has affected Critical Success Factors of management style of Thai food industries

## **7. The population and sample**

The population in this study was derived from using stratified sampling technique from one hundred of food product industries in Bangkok divided into two groups of the executive and employees level who are working in a total of 19 companies in food industrial and food entrepreneur in the amount of 4,694 employees (food industry in Bangkok, 2015) by using the stratified sampling technique. The methodology used for this study is Structural Equation Model (SEM) to analyse the quantitative data along with in-depth interview for quantitative method.

## **8. Discussion of the results**

The result of the research about the characteristic of entrepreneurs have found that an overall of the review has an average quite high with 3.83 (S.D. = 0.631). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank is having preparation for failure and need to overcome the problems and obstacles that will occur with an average of opinion quite high at 4.17 (S.D. = 0.808).

The second is an opinion that does not want to repeat to do thing with the old way, but like to do new things regularly and has a wide perspective. It concerned itself to the one that has experience, ability to analyze situation in the future accurately and ready for change willing to take full responsibility, having establishing attitude with the commitment to make sure that the goal will be accomplishing. That person also has idea and does it on their own or assign the others to, then they will manage until they have accomplished the goals. When they started their business, they often started from their own labor. Therefore, they want to push the people around to the greatest possible degree as well as their own. The reason is to gain the success, be faithful to their customer in term of product and service quality in order to build trust with their customers with an average at 3.91 (S.D. = 0.89).

The third is challenging knowledge and ability. They can use their mistakes in the past to apply and improve the current work. They have mind and spirit of fighter, be stable and believable in themselves on their work although it is hard, they still dedicated themselves to their work by their best ability. There is the adaptation to the environment by using their experience and ability rather than let everything fatefully with an average at 3.72 (S.D. = 0.895).

The result of opinion about the set of direction have found that the average opinion is quite high at 3.51 (S.D. = 0.639). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank is the management which has been well analyzed in the economic, society, politics and business environment of the organization as well. The executive have set the direction to work with the other. Moreover, the management has known the strengths of the organization as well with a high average at 3.90 (S.D= 0.874). The second one is an executive who has planned about the future orientation and the direction of the organization clearly. The management has evaluated the potential for production, distribution and marketing as well. The management has known the weaknesses of the organization with a high average of 3.85 (S.D. = 0.981).

The other analysis is about the strategy implementation with a moderate average at 3.19 (S.D. = 0.661). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank, as the management, has assigned to the various sections with fully action by an average at 3.53 (S.D. = 1.0290). The second one is the management in each department which has specified an individual strategic for their duties such as production, marketing with an average at 3.41 (S.D. = 1.031). The third one is the separation of duty based on the responsibility that belong to each strategy with a high average at 3(S.D. = 1.051).

The others remaining to the analysis of the data on the critical success of management style and the strategic management process with highly average at 3.34 (S.D. = 0.616). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank is the capacity establishing for the entrepreneur in the industry can be fully integrated in the field of products and services with highly average at 3.71 (S.D. = 0.918). The second one is to reinforce the integration of business foods group in order to strengthen the business with a high average at 3.69 (S.D. = 0.862).

The others remaining to the analysis of the marketing and the distribution of goods with high average at 3.51 (S.D. = 0.964). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank is an appropriate system and capacity of storage raw material for manufacturing with highly average at 3.67 (S.D. = 0.759). The second one is the delivery of goods to distribution channels that can reach to customers with high average at 3.64 (S.D. = 0.828).

The analysis results of logistics and transportation have been moderately averaged at 3.09 (S.D. = 0.689). When considering each item that is sort by an average descending from high to low. For the first 2 ranks, the first rank is the prototype of industrial foods in term of production from upstream to downstream to fulfill the sustained and there is an encouragement for direct meeting between buyers and suppliers with an average of 3.67 (S.D. = 0.988). The second one is the applying of using the barcode in each region with a registered member of ISO standard so that Thailand products can be become one of the international standard with moderately average at 3.64 (S.D. = 0.87).

According to Correlation Coefficient from high to low, the leader vision with widely vision shown highly correlation level ( $r= 0.836$ ,  $p\text{-value} < 0.01$ ) following by working expertise with highly correlation level ( $r= 0.764$ ,  $p\text{-value} < 0.01$ ), enthusiasm with highly correlation level ( $r = 0.751$ ,  $p\text{-value} < 0.01$ ) and challenging work with moderately correlation level ( $r = 0.750$ ,  $p\text{-value} < 0.01$ ) respectively. Nevertheless, entrepreneur characteristic variables show the consistency of significant value (less than 0.01) for all the questions which means there is the

relationship between entrepreneur characteristic and competitive advantage with the significant at 0.01.

The strategic management process has the relationship with the critical success of food industrial according to Correlation Coefficient from high to low. The analytical of environmental scanning in business has the high correlation level ( $r = 0.982$ ,  $p\text{-value} < 0.01$ ), following by direction setting and strategic setting with the high correlation level ( $r = 0.902$  and  $r = 0.903$ ,  $p\text{-value} < 0.01$ ). While the strategic implementation also has the high correlation level ( $0.895$ ,  $p\text{-value} < 0.01$ ) and strategic control has the high correlation level ( $r = 0.891$ ,  $p\text{-value} < 0.01$ ) respectively, the results show in the same direction for all of them which the significant level of 0.01 and 0.05.

The business strategy has the relationship with competitive advantage according to Correlation Coefficient from high to low. The cost leadership strategy has the high correlation level ( $r = 0.832$ ,  $p\text{-value} < 0.01$ ), followed by the marketing segmentation strategy with the high correlation level ( $r = 0.889$   $p\text{-value} < 0.01$ ). While the product differentiate strategy also has the high correlation level ( $0.763$ ,  $p\text{-value} < 0.01$ ). In conclusion, cost leadership strategy, product differentiates strategy and market segmentation strategy have the high relationship toward the competitive advantage strategy. The success factor in the implementation strategy has the relationship with the competitive advantage according to Correlation Coefficient from high to low. The reinforcement, applying, continue innovation and creation have the high correlation level ( $r=0.736$ ,  $p\text{-value}<0.01$ ) following by building the completely competitive capacity for the entrepreneur for this industry with the high correlation level ( $r=0.736$ ,  $p\text{-value}<0.01$ ). Building the completely competitive capacity for the entrepreneur for this industry has the very high correlation level ( $r=0.745$ ,  $p\text{-value}<0.01$ ). Building the food entrepreneur readiness for entering the free trade service and investment (AEC) has the correlation level ( $r=0.714$ ) with the statistical significantly in the same direction. Therefore, null hypothesis for this research can be rejected which can be concluded that the key success factor for strategic management has the relationship with competitive advantage with the significant level at 0.01.

Competitive factors in the industry have the relationship with the competitive advantage according to Correlation Coefficient from high to low which is the compatibility between the managing production plan and the marketing need. Sending the product from inventory to the distribution channel right on time by customers need has the high correlation level ( $r = 0.776$ ,  $p\text{-value} < 0.01$ ) following by encouraging the activities for entrepreneur potential, innovation and technology in Thailand to be well known and acceptable both domestic and international.

The logistic to the distribution channel can reach by the consumers and the ability to control the lowest production cost have the high correlation level ( $r = 0.740$ ,  $p\text{-value} < 0.01$ ). Procurement of raw material and material for quality production which is the storage system of raw material and material for appropriate production has the high correlation level ( $r = 0.730$ ,  $p\text{-value} < 0.01$ ). Encouraging the development for marketing oversea to increase the competitive competency for food industry both inside Thailand and international such as the marketing support both financial and human resource, the inventory system for the appropriate need of customers has the high correlation level ( $r = 0.726$ ,  $p\text{-value} < 0.05$ ) respectively. Then, the competitive factor and competitive advantage have the significant relationship at 0.01 accordingly in the same direction with the use of significant level at 0.01 and 0.05.

Logistic activities and transportation has the relationship with the competitive advantage according to Correlation Coefficient from high to low. The trading support and management for Thai food entrepreneur with overseas has the low correlation level ( $r= 0.820$ ,  $p\text{-value} < 0.01$ ) following by the final condition of delivery goods to customers with highly correlation level ( $r= 0.825$ ,  $p\text{-value} < 0.01$ ). Supporting the direct meeting between seller and purchaser, building the channel for marketing information to be recognized by domestic and overseas

and using the technology to support the organizational activities such as communication, delivery, storing material and parts for correctly fast working even though it is budget shortage with the high correlation level ( $r = 0.832$ ,  $p$ -value  $< 0.01$ ).

Moreover, marketing promotion support for making the event in local and oversea has the high correlation level ( $r = 0.035$ ). Fast delivery service which can delivery correct amounts of goods to customers need and be able to predict the customer need in advance with the right number of stock have the high correlation level ( $r = 0.854$ ,  $p$ -value  $< 0.01$ ). Then, the logistic activities and competitive advantage has the significant relationship accordingly in the same direction with the use of significant level at 0.01 and 0.05.

After adjusting the final model, the result of analyzing on food industry competitiveness by using showed that the statistical value confirms that the hypothetical model for food industry competitiveness is highly reliable. This is because this model can explain the latent variables of logistic activities at 77 percent with the  $p$  value at 0.45, chi-square at 318.29, degree of freedom at 224 and CMIN/df at 1.421 which is less than 3 (standardize requirement for CMIN/df). All the results pass the standard while Goodness of fit index is 0.059 (requirement  $> 0.9$ ) and Root mean-square error of approximation (RMSEA) is 0.028. Chi-square = 318.29,  $df = 224$ ,  $p = 0.452$  CMIN/DF = 1.421, GFI = 0.977, RMSEA = 0.028. The latent variables of competitiveness advantage have the impact weight on observe variables of strategic management at 0.57 with the success factor and entrepreneur characteristic at 0.65 accordingly.

The latent variables of entrepreneur characteristic have the impact weight score on observe variables of enthusiasm equal to 1.00, challenging work at 0.93, vision at 0.87 and expert at 0.85 accordingly.

The latent variables of strategic management process have impact weight score on observe variables of competitive advantage at 0.57, set direction at 0.78, environmental scanning at 0.75, strategic for mutation at 0.76 and implementation of strategy equally to 1.00 accordingly.

The latent variables of logistic and supply chain have the impact weight score on observe variables of competitive advantage at 0.46, transportation at 1.03, technology at 0.90, forecasting customer need at 0.95, procurement equally to 1, tax allowance at 0.95, barcode using at 1.01, warehouse management at 0.99, product distribution at 0.54 and government support at 0.81 accordingly.

The latent variables of success factors have the impact weight score on observe variables of competitive advantage at 1.42, competency at 0.90, business alliance at 0.65, innovation at 0.82, free trade at 0.97, international prestige equally to 1.00, development of marketing at 1.30 and distribution channel at 1.30 accordingly.

The analytical of constructive model on direct and indirect effect found that latent variables of entrepreneur characteristics have the direct effect on strategic management process at 0.903, success factor at 0.744, the competitive advantage at 0.877 with a significant level at 0.001. While the latent variable of strategic management process has the direct effect on success factor at 0.171, the competitive advantage at 0.713 with a significant level at 0.001. Moreover, the latent variable of logistic and supply chain activities has the direct effect on success factor at 1.883, competitive advantage at 3.061 with a significant level at 0.001. Finally, success factor has the direct effect on competitive advantage at 0.916 with a significant level at 0.001.

For the indirect effect, the table has showed the impact of latent variables on observe variables that the latent variable of entrepreneur characteristics has indirect effect on success factor at 0.044 and competitive advantage at 0.236 with a significant level at 0.001. Meanwhile, the latent variable of strategic management process has the indirect effect on success factor at 0.076 and competitive advantage at 0.062 with a significant level at 0.001.

Furthermore, logistic activities also have indirect effect on success factor at 1.883 and competitive advantage at 2.786 with a significant level at 0.001. Finally, success factors have indirect effect on competitive advantage at 0.916 with a significant level at 0.001.

Based on this research result, the research will be useful to the entrepreneur, exporters, and business of foods who will gain the knowledge about the development and improvement business for the competitive advantage in many aspects such as entrepreneurs, competitive factors, strategic management process, setting the appropriate strategy to the right situation. Therefore, to be able to take advantage from these results, it should be separately analyzed for each product which will generate the competitive advantage in all industries.

The high level of competition caused the entrepreneur and government sector who related with the industry must be monitor the movement of ASIAN food industry. This is because the import and export of food industry have changed all the time. The continuity of AEC and bio-food are focusing by social and keeping their eyes on the current cooperation of entrepreneurs and the government in many industries, both upstream, midstream and downstream in exchange the knowledge, opinions which will be given a rise to a community of food. It will make the information be more vigorous and for the time that competitive is high. The food industry insight research center will be another important channel that would be beneficial for entrepreneur. The government can use this information as a part for adjusting implementation strategy with international change situation. Then, it can strengthen the Thailand food industry continuously.

The problems of food industry in Thailand are the lack of research and development in a systematic way in terms of raw materials, components, products, and poor linkage of research with industry. The other supporting industry is not strong enough as most of them are SMEs with lack of capital, technology, knowledge management, market and the opportunity for reaching the market. Food industry is relied on labor (labor- intensive), but Thailand is still a lack of technical skills in foods production which impact of their production cost and their ability. Furthermore, it also seriously lack of supporting on the food production designed, technology development and inadequate of necessary production information. Those of information are significant on product development for fulfilling the domestic and export market.

Moreover, the guideline of product added value development for restructuring of domestic food production is to improve the food production standard from low value to be higher value which will help Thailand get rid of the fierce competitive of cheaper product, especially the competition from China and Vietnam who are producing cheaper product. Be the food industry leader for ASIAN either by technology of production or marketing, supporting the Thai entrepreneurs to expand the business in terms of marketing or capital investment for ASIAN to make the food industry to be admitted by international trade, especially for the product added value market and price increasing.

Thai food industry needs to support the growth of related industries of Thailand. Thai food industry needs to be restructured by upgrading the existing products such as food technology, halal food standard, healthy food, snack and ready to eat food including food packaging that has the product added value. In order to help food industry adjusts with the Thai economic structure which will help other related industries being stronger for sustainable growing and compatibility with conservative environmental development and management, it will be necessary to enhance the people conscious and appropriate working for production and entrepreneur, industrial labor including the use of food technology development and food safety standard.

For the technology production development, it can be done by technology development and increasing production capacity for increasingly the standard of production and the ability of technology production which lead to increase the food manufacturing standard and food safety standard that can meet the customer need. In order to find the new product opportunities that have the products added value such as processed food, frozen food which



can support customer demand concern for entrepreneur and increase the food industrial standard on the HACCP standard.

To achieve that, it needs to build the cooperation between entrepreneur and institution for being cooperate center in order to generate human resource that can response to the industrial need in term of developing course and competency standard with an acceptable income for this industry. This will lead to improve employee potential for food industry to produce the specific or develop technical employees for increasing the skills employees and fulfilling labor need of food industry.

To increase the marketing competency, increase market share, it needs to build a new marketing potential of food industry by increasing food industrial partner, increase the exporting opportunity or open the new market for AEC. Furthermore, it can be done by developing the center for trade concession in order to provide the collaboration sector that can link all the related information, rule, contract, trade practice. Finally, it has to develop the data center for developing the food industry by creating new food technology such as develop opportunities for ready to eat food, snack, healthy food, frozen food and processed food. Developing network and food supporting organization and improving food processing structure are the factors of food industrial competitive advantages.



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