

Summary Report  
on  
Management Development Programs  
for  
Provincial Business Managers

Submitted to  
Institute for Management Education for Thailand Foundation

by  
The National Institute of Development Administration  
Bangkok Thailand

August 15, 1983.

NIDA  
Management Development Programs for  
Provincial Business Managers  
Final Report  
July 15, 1983

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Since the approval of the management development program for provincial business managers, NIDA's working group has completed its mission in carrying out the program. The program consisted of two parts : management and marketing. The management session was held during June 12 to June 22, 1983, and the marketing session during June 26 to July 6, 1983. In this summary report the following topics will be discussed : (1) The program development; (2) program structure; (3) recruitment and selection of participants; and (4) implementation of the seminar programs.

1. Program Development

Activities related to the development of management and marketing programs started as early as October 1982, when general agreement between IMET and related educational institutions was reached. Since then NIDA's working staff has completed several initial tasks which included preparation of the proposal, outlining tentative plans for both management and marketing programs, preparation of the detailed work plan for budget approval. Finally, a schedule for field surveys and the rest of the program was completed in December 1982.

To obtain first-hand information concerning problems and needs of provincial managers which were indispensable to curriculum planning, several trips were made to targeted provinces during January-March 1983 and arrangements with a group of about 15 local business managers in each province were made for in-depth interviews. These provinces were Nakhon-Sawan, Kampong Petch, and Chiangmai in the North; Nakhon Ratchasima and Khon Kaen in the North-east; Chon Buri and Rayong in the East; Nakhon Pathom, Ratcha Buri, and Kanchana Buri in the West; and Phuket, Trang and Songkla in the South. Specifically, the in-depth interviews were aimed to answer the following questions:

1. What problems face provincial business managers in day-to-day operations from both management and marketing points of view?
2. Given geographic and economic differences among regions, what are the general characteristics of prospective participants for the program?

Although these provincial business managers had a high level of individual capability and a high degree of risk-taking capacity, which were essential ingredients of entrepreneurship, their management efficiency was much reduced because of the following problems :

- Failure to view the business as a part of the greater and inter-related economic system.
- Failure to recognize the importance of certain types of information pertaining to decision-making and planning.
- Lack of knowledge and skill in cash flow forecasting and appropriate methods of cash management and control.
- Failure to employ appropriate methods and techniques, especially for investment and inventory decisions.
- Lack of knowledge and skill in formulating appropriate marketing strategies and employing the right tools in a particular marketing situation.

## 2. Program Structure

The problems facing provincial business managers/entrepreneurs described above were basic guidelines in developing training curriculums for both management and marketing programs. This problem-oriented approach was a great departure from the typical text-book orientation and was found to be very successful in gaining participants' acceptance of the concepts and ideas applicable to their day-to-day decision-making.

### 2.1 The Management Program

The major purpose of the management program was to gain participants' acceptance of modern concepts and ideas of management, while recognizing the importance of individual's enormous experience,

expertise, and difference in management styles. The objectives of this seminar, therefore, were as follows :

1. Enlargement of the provincial business managers' perspective in modern management concepts and techniques.
2. Improvement of provincial business managers' ability to judiciously integrate their enormous practical experience with these concepts and techniques for better overall results.
3. Improvement of the provincial business managers' ability to cope with increasingly competitive situations, both local and international.

The program consisted of three main parts. The first part was concerned with modern management concepts in which management is viewed as a totality of harmoniously integrated systems. Key topics included management philosophy and concepts, organizational systems, processes and levels of management. The second part was concerned with each functional areas of management, namely, financial management, human resource management, marketing management, management information system, and inventory management. The last part was special topics which included : (1) Management for growth and development; cases of animal feed industry, small industry, and trading; (2) corporate planning; (3) government-business relationships; and (4) international economic and political changes and their influence on Thai business.

## 2.2 The Marketing Program

After careful analysis of field-survey observations, NIDA's working group felt that it would be more appropriate for the marketing program to shift the targeted participants from general business or trading firms to major agricultural crop traders, namely, rice, maize, and tapioca. The decision was even more appropriate especially in the view of the country's economic interests and the direct impacts on the great number of farmers and those in the marketing chain. The marketing program was thus restructured accordingly to meet the needs of this new group. Specifically, objectives of the marketing program were as follows :

1. Enlargement of provincial traders' perspectives and knowledge related to local and international marketing systems of major agricultural crops : rice, maize, and tapioca.
2. Improvement of provincial traders' marketing concepts and techniques, and their ability to integrate them with personal experience and expertise for better overall results.
3. Improvement of provincial traders' ability to cope with increasingly competitive situations, both local and international.

Under the new structure the marketing program emphasized external factors more than the internal ones, e.g. how local business may be affected by transactions and events at the national or international levels. However, a good deal of effort was still devoted

to marketing concepts and tools to ensure that participants acquired sufficient knowledge and skill, and were able to integrate them with their own practical experience. This program also consisted of three parts. The first part focused on the marketing systems, linked together through the fabric of the price mechanism, information systems, and expectations of a large number of buyers and sellers, both local and international. This part consisted of such topics as impacts of international economic and political changes of Thai businesses and economy future policies and directions toward agro-industry development, Thai export policy, and trade systems of rice, maize, and tapioca.

The second part comprised of marketing concepts and tools, which included such topics as marketing philosophy and concepts, marketing opportunity analysis, marketing mix concepts, marketing strategy, inventory management, marketing information system, and financial management. The program concluded with syndicates on trade systems for rice, maize, and tapioca to analyze problems to suggest possible solution to them.

### 3. Recruitment and Selection of Participants

Selection criteria for participants were as follows :

- 3.1 He or she must be a leading business manager/ entrepreneur in the province, so that these training programs would have the greatest impact on the community.
- 3.2 He or she must be able to attend the training program full-time.
- 3.3 He or she should have an opportunity and ability to suitably apply the knowledge gained from the Seminar to his or her business and to colleagues in the community.
- 3.4 In addition to the above criteria, NIDA's working group selected the participants to achieve the best combination in terms of provincial coverage and types of business.

Letters, application forms, and brochures were sent to the following organizations in each targeted province for each to nominate candidates from among their membership:

1. Chambers of commerce,
2. Rotary Clubs,
3. Lion Clubs,
4. Provincial Governors,
5. Banking Institutions
6. Association of Thai Industry

Finally, there were 54 participants from 18 provinces for the management program and 46 participants from 23 provinces for the marketing program.

#### 4. Implementation of the Program

The seminar sessions and supporting activities were carried out successfully and effectively as planned. The management program was scheduled from June 12 to June 22, 1983, and the marketing program from June 26 to July 6, 1983. The opening and closing ceremonies were presided over by Privy Counsellor, His Excellency Dr. Chaovana Na Sylvanta and His Excellency John Gunther Dean. The first two days of these two programs were held at the Indra Regent Hotel, Bangkok and the rest of the program at the Grand Palace Hotel, Pattaya.

##### 4.1 The Management Program

There were 54 participants in the management program from 18 provinces in four main regions. The number of participants in each region was as follows : 18 from the North, 19 from the North-east, 9 from the East and Central, and 8 from the South. Their businesses were also well diversified : there were 15 in general trading, 7 in electrical appliances dealership, 7 in manufacturing, 5 in lumbering, 4 in hotel business, and 16 in other businesses (Appendix 6 ).

Since the seminar period of ten days was rather too long for provincial business managers/entrepreneurs to leave their business, NIDA's working group had to put a lot of effort to make the program attractive enough to keep them stay together. In addition to interesting topics and well-known seminar leaders which were pre-determined, discussion topics, examples, and cases in the seminar had to be day-to-day adjusted through the close contacts with seminar leaders. This was very necessary since the group atmosphere and their interests had been gradually developed. Moreover, there was a need to discuss to the group, at various times and occasions, the real purposes of the program and what achievement the program was looking forward to. One important aspect was the participants' role in this program, both during and after the seminar.

Such efforts were proved rewarding in building up participants' understanding and interest in the program, and thus their willingness to participate. This provided three important results: First, there was full participation in the program from the outset till the end of the seminar. Secondly, participants voluntarily donated \$600,000 to the IMET-NIDA counterpart fund for future programs of this nature (see appendix 4 ). Finally, and in our opinion- the most important, was their plan to organize the regional coordinating committee, with the major aim to establish the chambers of commerce in provinces where such organization has not yet existed. This activity, if successfully pushed through, will eventually serve as the cornerstone

for business and economic development at the provincial and regional level, and as the network for government-business relationships. To step up this catalyzing process, the group planned for a re-union and a follow-up of this activity in Chiangmai in January, 1984.

#### 4.2 The Marketing Program

The characteristics of participants in the marketing program were somewhat different from those of the management program. As mentioned earlier, selection of participants in this program was confined to those who were engaging in the marketing chain of three main crops: rice, maize, and tapioca. From the total of 46 selected participants, 19 were in rice-milling and trading, 6 in rice-milling, warehousing, and exports, 6 in tapioca trading, and 15 in maize and other cash crops trading (appendix 7). By region, 19 participants were from the North, 16 from the North-East, and 11 from the East and Central. It should be noted that none of them were from the South since these three crops were not major agricultural products in this region.

When compared with participants in the management program, they were less exposed to social activities such as being members of Rotary or Lion's clubs or chambers of commerce. Also, their businesses were much smaller in size and were limited to certain commodities. Moreover, since most of them were concerned with the gain-or-loss situation in their day-to-day decision making, they were tended to

concentrate on the immediate situation confronting them and thus pay less attention to the influence of other elements in the larger system. The frame of thought was also much governed by provincial bureaucratic practice which emphasized on the procedure rather than the real purpose.

Such characteristics were evidently shown in group discussion and exchanges of ideas in the seminar. Many participants regarded the seminar as an opportunity to express their concern over disadvantages in business deals rather than an opportunity for self-development. As may be expected, they were initially less interested in the purposes of the program in the overall.

Therefore, when compared to the management group, more effort was needed in conveying the message across and in building up the group atmosphere. However, they finally realized the merit of the seminar and they succeeded in raising ฿400,000 as a donation to the IMET-NIDA counterpart fund (appendix 5 ). In addition, they also planned for a re-union and for a conference with the management group in January, 1984.

Nevertheless, NIDA's working group did not regard this situation as a setback of the program. Rather, we believe that contribution of this program to the improvement of agricultural distribution efficiency was enormous since this was the first seminar among provincial agricultural traders ever held in Thailand. This merely suggests that,

to achieve better results in the next years' seminar, a comprehensive study should be undertaken regarding participants' attitudes, decision-making process, and trading practices. This will provide the basis for revision of seminar curriculum as well as case materials for various topics in the seminar.

#### 5. Additional Donations and Supports

IMET-NIDA objectives in disseminating of management and marketing concepts to provincial entrepreneurs/managers had attracted the interest of a large number of key figures both in the public and private sectors. This was shown in their cooperation in giving speeches and participating as seminar leaders, many of them in more than one sessions. In addition to this academic assistance, three of them contributed to the NIDA-IMET counterpart-fund as follows:

1. Mr.Chumpol Pornprapa, Chairman, S.P. International Co., donated ฿200,000.
2. Mr.Manu Ordidolchet, Managing Director, on behalf of datamat Co., donated a micro-computer, valued at B/148,200.
3. Mr.Kitti Damnernchanvanich, Managing Director of Kaset Rungruang Puetpon Co., Ltd. the largest rice exporter in 1982 - 83, donated ฿ 200,000.
4. Union Finance Co.,Ltd. donated ฿10,000.

## 6. Conclusion

In completion of both management and marketing programs, NIDA's working group is confident that IMET-NIDA objectives were fulfilled. We may say, without being overly optimistic, that most of the participants did not merely "get something" out of program, but also inherited our determination in improving economic activities in their community, and in promoting better understanding and coordination among all parties concerned. This will eventually have a great impact on improving the condition of a large number of people and businesses in provincial areas throughout the country.

## Appendix 1.1

### Ceremony Schedules Management and Marketing Seminars

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#### Management Seminar

- Opening Ceremony : Monday, June 13, 1983, Ruby Room A-B,  
Indra Regent Hotel, Bangkok
- 9:00 - 10:30
- H.E. Dr.Chaovana Na Sylvanta gives respect to the Buddha's image to mark the opening of the ceremony.
  - Report on the IMET-NIDA management development program by Prof.Titaya Suvanajata, Rector, NIDA
  - Opening speech by H.E. Dr.Chaovana Na Sylvanta, IMET Chairman.
  - Opening speech by H.E. John Gunther Dean, Ambassador of the United States of America, IMET-Vice-Chairman.
  - Report on the donation of Mr.Chumpol Pornprapa, President, S.P. International Co., Ltd. by Prof.Titaya Suvanajata.
  - Report on the donation of Mr.Manoo Oradidolchet, Managing Director, DATAMAT Co.,Ltd. by Prof.Titaya Suvanajata.
- Closing Ceremony: Wednesday, June 22, 1983, Convention Hall,  
Grand Palace Hotel, Pattaya.
- 4:00 P.M.
- Report on the Management Seminar Program by Prof.Titaya Suvanajata, Rector, NIDA.
  - Report on the donation of Management Seminar participants by Mr.Tavorn Niroj, group representative.
  - Presentation of certificates and closing speeches by His Excellency Privy Counsellor Dr.Chaovana Na Sylvanta and His Excellency John Gunther Dean, Ambassador of the United States of America.

## Appendix 1.2

Marketing Seminar

- Opening Ceremony: Monday, June 27, 1983, Ruby Room A-B,  
Indra Regent Hotel, Bangkok.
- 9:00 A.M.
- Report on the IMET-NIDA Management Development Program by Prof. Titaya Suvanajata, Rector, NIDA.
  - Opening speech by His Excellency Privy Counsellor Dr. Chaovana Na Sylvanta, IMET Chairman.
  - Report on the donation of Management Seminar Participants by Mr. Tavorn Niroj, Mayor, Nakon Sawan Municipality and President, Nakon Sawan Chamber of Commerce, Management group representative.
- Closing Ceremony: Wednesday, July 6, 1983, Convention Hall,  
Grand Palace Hotel, Pattaya.
- 1:30 P.M.
- Report on the Marketing Seminar Program by Prof. Titaya Suvanajata, Rector, NIDA.
  - Report on the donation of Marketing Seminar Participants by Mr. Sa-Nga Sriprasert, group representative.
  - Report on the donation of Mr. Kitti Damnern-Charnwanich, Managing Director, Kaset Rung Ruang Puet Pol, Co., Ltd. by Prof. Titaya Suvanajata, Rector NIDA.
  - Presentation of certificates and closing speche by His Excellency Privy Counsellor Dr. Chaovana Na Sylvanta.

Appendix 2.1

Management Seminar Program

(June 12, 1983 - June 22, 1983)

Sunday, June 12, 1983

P.M.:	16:00 - 17:30	Registration
	17:30 - 18:30	Introduction to Management Seminar Program
	18:30 - 21:00	Reception Party

Management Seminar ProgramMonday, June 13, 1983

A.M. :	9:00 - 10:15	Opening Ceremony
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Philosophy and Concept of Management
P.M.:	12.00 - 1:30	Lunch
	1:30 - 2:45	Management experience
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Organization systems

Management Seminar ProgramTuesday, June 14, 1983

A.M.:	9:00 - 10:15	Management processes
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Management processes (cont.)
P.J.:	12:00 - 1:30	Lunch
	2:00	Trip to Pattaya

Management Seminar ProgramWednesday, June 15, 1983

A.M.:	9:00 - 10:15	Managing Money
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Managing Money (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Managing Money (cont.)
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Managing Money (cont.)

Management Seminar ProgramThursday, June 16, 1983

A.M.:	9:00 - 10:15	Managing People
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Managing People (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Marketing Management
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Marketing Management (cont.)

Management Seminar ProgramFriday, June 17, 1983

A.M.:	9:00 - 10:15	Case in Marketing Planning
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Case in Marketing Planning (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Computer as a Management Tool
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Computer as a Management Tool

Management Seminar ProgramSaturday, June 18, 1983

A.M.:	9:00 - 10:15	Information System for Management
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Information System for Management (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Inventory Management
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Inventory Management (cont.)

Management Seminar ProgramSunday, June 19, 1983

A.M.:	8:30	Study Tour : Ma Boon Krong Silo
P.M.:	12:00 - 2:00	Lunch
	2:00	Return to the hotel

Management Seminar ProgramMonday, June 20, 1983

A.M.:	9:00 - 10:15	Managing Change and Growth for Agri- business
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Managing Change Growth for Small Industry
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:15	Managing Change and Growth for Trading Business
	2:15 - 2:45	Coffee Break
	2:45 - 4:30	Corporate Planning

Management Seminar ProgramTuesday, June 21, 1983

A.M.:	9:00 - 10:15	Cooperation between public and private sectors
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Cooperation between public and private sectors (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:15	The Effect of World Economy and Politics on Thai Business-men
	2:15 - 2:45	Coffee Break
	2:45 - 4:30	The Effect of World Economy and Politics on Thai Business-men (cont.)

Management Seminar ProgramWednesday, June 22, 1983

A.M.:	9:00 - 12:00	Wrap up
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:30	Closing Ceremony

Appendix 2.2

Agricultural Marketing Seminar Program

(June 26, 1983 - July 6, 1983)

Sunday, June 26, 1983

P.M.:	16:00 - 17:30	Registration
	17:30 - 18:30	Introduction to Agricultural Marketing Seminar Program
	18:30 - 21:00	Reception Party

Agricultural Marketing Seminar ProgramMonday, June 27, 1983

A.M.:	9:00 - 9:30	Opening ceremony
	9:30 - 10:00	Coffee break
	10:00 - 12:00	The effect of World economy and politics on Thai business-men
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:30	Policy and direction for future development of Thailand's Agri-business
	2:30 - 3:45	Thailand's Export policy for Agricultural Commodities
	3:45 - 4:00	Coffee break
	4:00 - 5:30	Thailand's export policy for Agricultural Commodities.

Agricultural Marketing Seminar ProgramTuesday, June 28, 1983

A.M.:	9:00 - 10:15	An Insight into the Rice Trade
	10:15 : 10:45	Coffee Break
	10:45 - 12:00	An Insight into the Maize Trade
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	An Insight into the Cassava Trade
	2:45 - 3:15	Coffee Break
	3:15 - 5:00	Trip to Pattaya

Agricultural Marketing Seminar ProgramWednesday, June 29, 1983

A.M.:	9:00 - 10:15	Introduction to Marketing Concepts for Traders
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Business Environment and Marketing opportunity Analysis
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Business Environment and Marketing Opportunity Analysis (cont.)
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Marketing Mix

Agricultural Marketing Seminar ProgramThursday, June 30, 1983

A.M.:	9:00 - 10:15	Marketing Strategy
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Marketing Strategy (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Inventory Management
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Inventory Management (cont.)

Agricultural Marketing Seminar ProgramFriday, July 1, 1983

A.M.:	9:00 - 10:15	Marketing Information Systems
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Marketing Information Systems (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Managing Money
	3:15 - 4:30	Managing Money (cont.)

Agricultural Marketing Seminar ProgramSaturday, July 2, 1983

A.M.:	8:30 - 12:00	Study Tour: Ma Boon Krong Silo, Sri Raja
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Government - Business Relationships
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Government - Business Relationships (cont.)

Agricultural Marketing Seminar ProgramSunday, July 3, 1983

A.M.:	9:00 - 10:15	Analysis of Rice Marketing Systems
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Syndicate
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Presentation and Discussion
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Presentation and Discussion (cont.)

Agricultural Marketing Seminar ProgramMonday, July 4, 1983

A.M. :	9:00 - 10:15	Analysis of Maize and cassava Marketing Systems
	10:15 - 10:45	Coffee Bfeak
	10:45 - 12:00	Syndicate
P.M. :	12:00 - 1:30	Lunch
	1:30 - 2:45	Presentation and Discussion
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Presentation and Discussion (cont.)

Agricultural Marketing Seminar ProgramTuesday, July 5, 1983

A.M.:	9:00 - 10:15	Management Process
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Management (cont.)
P.M.:	12:00 - 1:30	Lunch
	1:30 - 2:45	Management (cont.)
	2:45 - 3:15	Coffee Break
	3:15 - 4:30	Management (cont.)

Agricultural Marketing Seminar ProgramWednesday, July 6, 1983

A.M.:	9:00 - 10:15	Wrap up
	10:15 - 10:45	Coffee Break
	10:45 - 12:00	Wrap up (cont.)
P.M.:	12:00 - 14:00	Lunch
	14:00 - 15:00	Closing ceremony

Appendix 3.1

Management Seminar Program: Seminar Leaders

H.E. Boonchu Rojanastien  
Former Deputy Priminister

Dr.Nimit Nontapunthawat  
Chief Economist and Manager  
Economic and Marketing Research Center

Dr.Veeravat Kanchanadul  
Manager, Planning and Development Office

Mr. Amaret Sila-On  
Vice President Finance  
The Siam Cement Company Limited

Mr. Chumpol Phornprapha  
President, S.P. International Company Limited

Dr.Som Jatusipitak  
Executive Vice President  
Berlijucker Company Limited

Mr.Somjet Watanasin  
Managing Director  
Siriwiwat (1972) Co.,Ltd.

Dr.Saeng Sanguanruang  
General Manager  
Thai Cane and Sugar Corporation Limited

Mr.Staporn Kavitanon  
Assistant Secretary-General,  
National Economic and Social Development Board

Dr.Supachai Panitchpakdi  
Director, Office of the Governor  
Bank of Thailand

Mr. Surin Dhammanives  
Manager, Marketing Division  
S.P. International Company Limited

Mr. Sutham Nimpitakpong  
Operations Manager,  
NCR Thailand  
Kian Gwan Commercial Company Limited

NIDA FACULTY

Associate Professor Twatchai Yongkittikul, Ph.D.

Professor Vudhichai Chamnong, Ph.D.

Associate Professor Nikorn Wattanapanom, Ph.D.

Associate Professor Nit Sammapan, M.B.A.

Assistant Professor Bunlue Sutharomn, Ph.D.

Assistant Professor Weerasak Suk-Anarak, Ph.D.

Assistant Professor Singha Chiamsiri, Ph.D.

Assistant Professor Desha Kaewchansilp, M.S.

Mr. Watana Naranong, M.A. (Marketing)

## Appendix 3.2

### Marketing Seminar Program: Seminar Leaders

Professor Dr. Anat Arbhabhirama  
Former Ministry of Agriculture and Cooperatives  
Asian Institute of Technology

Mr. Kamchai Iamsuri  
Chairman Kamol Kij Co., Ltd.  
Directory Thai Rice Exporters Association  
Director, Board of Trade of Thailand

Dr. Staporn Kavitanon  
Assistant Secretary General  
National Economic and Social Development Board

Mr. Somboon Pathaichant  
Manager Rice Exporters Association

Mr. Sukit Wanglee  
President, The Thai Tapioca Trade Association  
Managing Director, Poonpol Co., Ltd.

Mr. Suraphol Asvasirayothin  
Chairman of Eurasian Co., Ltd.  
Past President, The Thai Maize and Produce Traders  
Association and The Thai Tapioca Trade Association.

Mr. Yongyuth Kulnaratana  
Executive Director  
Sung Chiand Lee Co., Ltd.

Mr. Korsak Chairasmeesak  
Managing Director  
Bangkok Produce Merchandise Co., Ltd.

Mr. Chumpol Phornprapha  
President, S.P. International Co., Ltd.

Mr. Chainarong Indhameesup  
Chief of Executive  
CSN & Associates Co., Ltd.

Mr. Surin Dhammanives  
Manager Marketing Division  
S.P. International Co., Ltd.

Mr. Kittti Dumnoenchanvanich  
Managing Director  
Soon Hua Seng Co., Ltd. (Kaset Rung Ruang Puet Pol, Co., Ltd.)  
Eurasiam Corporation Limited.

NIDA FACULTY

Associate Professor Nikorn Wattanapanom, Ph.D.

Professor Vudhichai Chamnong, Ph.D.

Assistant Professor Bunlue Sutharomn, Ph.D.

Assistant Professor Weerasak Suk-Anarak, Ph.D.

Assistant Professor Tamrong Chomaitong, Ph.D.

Assistant Professor Singha Chiamsiri, Ph.D.

Mr. Watana Naranong M.A. (Marketing)

Appendix 4

Report to His Excellency Dr. Chaovana Na Sylvanta  
Chairman, Institute for Management Education for Thailand Foundation

By Mr.Thavorn Niroj

Representative of the participants in the Management  
Development Program for Provincial Business Managers  
in donating to the IMET-NIDA counterpart fund

Indra Regent Hotel

June 27, 1983 9:00 A.M.

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Your Excellency :

On behalf of all 54 management seminar participants from 18 provinces of all regions of our country, I wish to express our deepest gratitude of being honored by the Institute for Management Education for Thailand Foundation and the National Institute of Development Administration in providing us an opportunity to participate in the management development seminar for provincial business managers which was held during June 12 - 22, 1983.

I am confident that all of the fellow participants unanimously agree that we have received invaluable benefits from this seminar. We have learned concepts, knowledge, and techniques of modern business management which are essential but have not been provided to us in the past. Also, our perspective and world view have been broadened,

and our experience and skills have been enriched by exchanging of opinions and ideas with seminar leaders who have expertise in various fields and with fellow participants. All of these benefits would have never been realized to us should we had not been accepted to the program.

Besides, the seminar has pointed out to us many crucial points that we have never thought of seriously. To mention, a few, we need to watch for economic, social, and political changes in the world arena that may have great impacts to the Thai economy and thus our business. Also, we have realized the importance of business-government cooperation at all levels in building up both the regional and overall economic growth.

All of us in this management development seminar realize the significance of the benefits this program have rendered to our beloved country. We therefore would like to see that this program will be continued and expanded to cover all 72 provinces.

To confirm our unanimous and strong support to the IMET-NIDA determination in up-grading the performance of provincial business entrepreneurs managers, all of us hereby donate ฿600,000 to IMET for the following purposes:

1. This sum of money is contributed to the IMET-NIDA counterpart fund.
2. NIDA shall use this sum of money, together with the counter part fund to be received from IMET, for future management development programs aiming at provincial

business entrepreneurs/managers, especially those in other 54 provinces who have not yet participated in this seminar.

We hope that NIDA's faculty will continuously disseminate modern business management knowledge and techniques to us as well as to business managers in other provinces to help increase the opportunity of provincial businesses in keeping up with those in the central region. This, we believe, will result in the attainment of the higher level of overall economic development and well-being of the majority of people in our country. All of these is the accomplishment that NIDA's working group should be proud of.

Finally, on behalf of the participants in the management development seminar program for provincial business managers, I would like to express my gratitude to seminar leaders, Institute for Management Education for Thailand Foundation, and National Institute of Development Administration in originating and carrying out this seminar. We also hope that our strong determination and our donation to the counterpart fund shall enable NIDA and IMET continue the projects of this nature to achieve the stated objectives.

Appendix 5

Report to His Excellency Dr. Chaovana Na Sylvanta  
Chairman, Institute for Management Education in Thailand Foundation  
by Mr. Sa-nga Sriprasert  
Representative of the participants in the Management  
Development Program for Provincial Business Managers: Marketing  
in donating to the IMET-NIDA Counterpart Fund  
Grand Palace Hotel  
July 6, 1983, 1:30 P.M.

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Your Excellency :

On behalf of fellow participants of the marketing seminar  
crop traders, I am very proud to have an opportunity to attend this  
seminar held by IMET-NIDA during June 26 to July 6, 1983.

During the past ten days of the seminar we had gained new  
concepts, knowledges, and valuable information from seminar leaders and  
resource persons and from exchanges of ideas among all participants.  
What we had gained from the seminar were very valuable to all of us in  
conducting the business in the present rapidly changing situation.

For example, we realize the need to consider our business  
as an element in the larger system, which is linked together by the  
price mechanism and governed by the broader economic and political  
changes, local and international. Moreover, since we are conducting

the same line of business, there is a need to promote better understanding and cooperation among all of us, both at the same level and across all levels of the marketing chain. This, we believe, will result in not only the overall better performance of the industry, but also better overall economic growth and better well-being of farmers and consumers alike. These are the benefits that this program has rendered to us and to our beloved country as a whole. In sum, this is the unique accomplishment that NIDA's working group should be proud of.

For this reason, all of us harmoniously agree in supporting the IMET-NIDA determination in continuing the seminars and other academic activities pertaining to agricultural marketing in the future. To show our strong support, we hereby donate ₱400,000 to the foundation for the following purposes:

1. This sum of money is contributed to the IMET-NIDA counterpart fund for the continuity of agricultural marketing seminar in the future.
2. NIDA shall use this sum of money, together with the counterpart fund to be received from IMET, for the above mentioned program, especially for those in other provinces whose representatives have not yet participated in this seminar.

We hope that we will continuously receive the kindness from NIDA's faculty in disseminating modern marketing techniques to us and to agri-business managers in other provinces to upgrade the performance of the business in all regions, in order that the growth in the central and other regions will be comparable and that the higher level of overall economic development can be attained.

Finally, on behalf of participants in the agricultural marketing seminar for provincial traders, I would like to express my deepest gratitude to seminar leaders, Institute for Management Education for Thailand Foundation, and National Institute of Development Administration in originating and carrying out this seminar successfully.

Appendix 6

Participants in Management Seminar:  
Distributed by Region and Business Types

Business Regions	General Trade	Electrical Appliances Dealership	Manu- facturing	Lumbering	Hotel	Others	Total
North	6	2	1	-	1	8	18
North-East	8	4	1	4	-	2	19
East and Central	1	-	4	1	-	3	9
South	-	1	1	-	3	3	8
Total	15	7	7	5	4	16	54

Appendix 7

Participants in Marketing Seminar:  
Distributed by Region and Business Types

Business Regions	Rice- Milling	Rice-Milling, Warehousing, and Exporting	Tapioca Trade	Other Crops Trade	Total
North	10	2	-	7	19
North-East	5	2	3	6	16
East and Central	4	2	3	2	11
Total	19	6	6	15	46