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DECODING OF TACTICAL STRATEGY ESTABLISH FROM THE RESEARCH BASED

¹Sanya Kenaphoom,²Suthinee Atthakorn,³Saovalak Kosonkittiumporn,⁴Chakorn Kaiyanan,

⁵Kanlayani Charoensopharat and ⁶Thanatporn Khattiyanon,

^{1,2,3,4,5,6}Rajabhat Mahasarakham University, Thailand,

¹E-mail: zumsa_17@hotmail.com (<https://orcid.org/0000-0002-9833-4759>),

²E-mail: Suthineeatt@hotmail.com, ³E-mail: saovalakkk@hotmail.com, ⁴E-mail: chakorn999@hotmail.com, ⁵E-mail: Kanlayani@rmu.ac.th, and

⁶Corresponding author e-mail: thanat1105@gmail.com

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ABSTRACT

Research is a process for searching knowledge or facts systematically, when the research process finished, research results will be used for solving or developing the related study, called "Knowledge Translation or Knowledge Implementation" since doing research is to invest in creating the new knowledge and leading to the implementation of research result. Generally, a useful suggestion is written in research suggestions. To receive the effective research suggestion, it depends on the research results that are covered in all aspects relying on strategic management processes including environmental analysis, strategic formulation, strategic implementation, and strategic evaluation. This article presents the concepts about integration between processes of research and strategic management called "Building Tactical Strategy from Research Base", which divided into 4 processes: (1) research design, (2) creating research-based strategies, (3) experimental research or strategy implementation, and (4) research monitoring and evaluation. According to the tactical strategies mentioned, the purpose is to design the processes of research corresponding with strategic management processes for achieving effective development approaches.

INTRODUCTION

Research is the process of examining a series of facts systematically. It contains the regulation in collecting, analyzing, and interpreting data by writing the research proposal. This helps to understand the methods and their detailed information. One of the most important aspects of the research method is to write the suggestions of the research for utilizing and applying its useful result. The benefits of the research are very utilizable to use in various ways, which is called 'Knowledge translation or knowledge implementation' because of the Knowledge gap of both Know-do'gap (the knowledge which has not been applied) and Do-know' gap (the teaching and the service based on the belief and the opinions which is not related to knowledge). The research is the investment to conduct new knowledge. Then the result of the research

needs to be managed and applied. (Thamlikitkul. 2008: 1). If the researcher could not clearly suggest the benefit of the research, it is useless to invest and conduct the research. Writing the research suggestion is to suggest who and which organization should run the process suggested and the suggestion should focus on the finding of the research, not on the theory. Hence, the researcher must write useful findings. The main important ways summing up in the suggestion part are: 1) to write from the results of the research 2) to write new knowledge that “is not already known” 3) to be practical way 4) to contain enough details for the reader or the other researcher that can be immediately operated. Besides, Kayuranon (2013: Online) emphasizes that writing problems and the suggestions are only the parts of problems from many types of research. The common problems that mostly found: 1) the research applications are not written from the actual research results; however, the suggestions are written from the opinions of the researchers which are not relevant to the result 2) the suggestions are not relevant to all objectives of the research 3) the researcher cannot analyze how to apply the usefulness from the research results 4) the researcher could not understand the middle line between the results of the research and the way to apply the benefits of the research.

The interesting question is the middle line between the survey which is the early step in the research to the conduction of problem solutions namely, ‘strategy’, ‘plan’, ‘policy,’ or ‘innovation’; it depends on how the researcher would define. Based on the author's viewpoint, the research result is the wisdom treasure because it has been supervised and implemented from knowledge production, which is accepted in the present time. In the same way, the research result should be a great way of application to develop the organization, community, society, and the nation depending on the development of knowledge. Thus, the middle line between the survey (the early stage of conditions and finding the solution to develop it) and the experimental research (the stage of finding the solution and the development of the survey to utilize and apply it) is interesting and should have the crystal clear of regulation and more tangible way. This article aims to present the viewpoints of the research writing on the research suggestion and research application of the survey research and experimental research.

The writer would present the integration of the concept of Management strategies with survey research for writing research suggestions to apply the greatest of usefulness, or which is called “The Strategies Building from the Survey-based Research.” If the suggestions are the solution and development in the policy level and implementation, it will promote the most valuable of the research results. To build the strategy from the research base is not a new thing, but not many people have to understand that. In this article, the writer tries to explain the jigsaw from the research results to specific the best solution and development. Therefore, this research aimed to present the approach for establishing the strategy from the research-based to be a guideline for researchers applying the research design focusing on the real advantage. This article was applied from the concept of the “Establish the Strategy from the Management Survey Research” (Kenaphoom, Sanya. 2016)

LITERATURE REVIEW

The strategic plan is widely used in military, war, international politics, especially in private business administration. This planning is very successful. Currently, strategic planning is used more widely and it is accepted that it is the way to lead the organization to reach the goal. Three main strategies are Strategic analysis, strategic formulation, and Strategic implementation. (Leelawatthananan. 2013: Online) Strategic planning brings professional management. However, Strategy is the new

excellent way to make success more easily and promptly than the common way. It is applied in many fields and in many organizations to beat the competitors. It originates from the military term which then many fields such as Political Sciences, Educational Administration, and Business Administration use it as well. (Wongsurawat. 2004; Piyawongwattana. 2008: 16). The term ‘Strategy’ is derived from Greek which is called ‘Strategia’. It means “being the head of the military,” (Rue and Holland, 1989). It is Sciences and Arts of Development and the use of power in Politics, Economics, Psychology, and the military power in the certain of war or after the war. Then this term is applied to plan the organization administration to accomplish the objectives. (Kasornpat. 2002: 11; Boonbongarn and Kaejornnant. 2006: 29). The strategy, therefore, is the vital mechanism in the new era of administration. It is the main plan covering every method. It is the instrument for the organization to research the specified goal in the future and more efficient than the competitors. (Teepapal. 2007: 24 ; Jirajaras. 2005: 23 ; Saritwanich. 2011: 361; Pitts and Lei, 2000: 6 ; Schermerhorn. 2002: 203 ; Leslie and Byars. 2000).

The strategic management assists the administrators to apply in operating the organization to change and get the proper and efficient import to protect all problems which maybe occur in the organization. The administrators use a group process of professional personnel for making the various strategies and reduce the gaps and complexities when managing the activities interpersonal and groups (Thompson and Strickland. 2003: 24; Pearce and Robinson. 2009: 9-10; Yenkongka et al. 2006: 19). In summary, the process of the Strategic Management relevant to the four steps of administration (Wheelen and Hunger. 2008: 3; Robbins and Coulter, 2007: 91-94) which are 1) Environmental Analysis is the analysis of inner and outside environment with SWOT Analysis techniques that are Opportunities, Threats, Strengths, and Weaknesses; 2) Strategic formulation is to use the environmental and organizational information to set up the main strategies and process; 3) the Strategic Implementation is to manage the work process, responsibilities to process, and the practical process through the structure of personnel, co-ordination systematically; and 4) Evaluating Results refers to the supervise of activities and the results of the organization by comparing between the actual process and the required process.

It is clear to see that the strategy is very important to the efficient and quality of the administration. Thus, the perfect strategy affects the efficient organization which is the start of Environmental Analysis coverage the inner and outside points to see strength, a weakness, an opportunity, and threat to build the perfect strategy. The use of the research process in analyzing the organizational environment is more concisely and precisely. Certainly, the result of the organizational environment which has been used is the main source of producing the perfect strategy.

METHOD

This research was the qualitative research by collection to the synthesis of document study, the data analysis was analyzed by using three main stages, i.e., data reduction on coding and classifying qualitative variables for enumerating the data organization that was the classification of the variables, and grouping variables of the element of conceptual dimensions then the elements were grouped into ideas, this method is called “indicator-concept model”, interpretation is identifying directions and trends of relationships between concepts by explaining and interpreting the logical relationship to a conclusion.

RESULTS AND DISCUSSIONS

The explanation on the Phase of research does not differ from the other procedures which start from the study of problems to non-problems or the required conditions. This is what all feel familiar such as the cycle of problem-solution and the development consisting of survey and analyze the problems, the definition of problems, and to bring the problem to process and implementation. The cycle of administration of PDCA of Deming (1986) began from planning, plan application, supervision, and improvement. The problem solving of the 4th noble truth (Thai Tripitaka. 2007) starts from suffering (the problem condition), the Cause of Suffering (the cause of the problem), the Cessation of Suffering (the End of Suffering), and the eight-fold path of Cessation of Suffering (the Path to the end of suffering). The process of public policy (Laohawichian. 2001: 292-301) contains problem setting, the analysis of alternatives, the way to practice, and the implementation. This does not differ from the Phase of research. The Phase of research consists of 1) to study the conditions and the problems with survey research. The survey research means studying the series of facts such as conditions, problems, strength, and weakness of what we have studied. The survey research can be concluded as the organization survey, paper work analysis, the document analysis, the votes, or the community survey, 2) the process of development from the results of a survey to plan and set up the policies, 3) the process of developing guidelines to use or set up the policies, the strategies, the projects which are the Experimental Research, and 4) the methods of following and implementation of problems and development guidelines which is to supervise the solutions of how much it is successful. Before designing the strategies from the survey research, we have to consider the process of operation that we are familiar with, problems-solving solutions, the development, the methods of strategic management, the research duration that the writer views that process has to conform in the same direction as in the table following:

Table 1: Shows the problem-solving or development conforming to the strategic management and the research phase

| Problem-solving or Development | The Strategic Management Process | Period of Research | Main Objectives |
|---|---|---|---|
| 1. Study the present condition | 1. Environmental Analysis | Survey research | To understand the condition of what have been resolved or developed |
| 2. Examine the developing guidelines | 2. Strategic Making | Research to create the solutions/development | To find out the problem-solution/development or the innovative administration |
| 3. Practical Implementation | 3. Strategic Implementation | Experimental Research/the follow-up research and implementation | To practice the developing guidelines |
| 4. Developing Guidelines or Innovative Evaluation | 4. Strategy Evaluation | Evaluative Research | To evaluate the efficient of the developing guidelines or evaluate the innovation |

Table 1 which represents that whatever methods, the beginning must be started from conducting the conditional context whether it is good or bad, or whether what criteria or factors affect the condition before presenting the information. This leads the information to be the basic base to investigate the problem-solving solutions or

develop it practically and end with evaluation. At the initiative stage, we will get the clearest information from surveying, in other words, to conduct the Survey Research which focuses on collecting information in the present time, to investigate the series of facts or events happening would help to increase the quality of the research. The Survey Research can be categorized into two types (Hyman. 1954) which are Descriptive Surveys and Explanatory Surveys. There are four ways to collect the data, for example, the face-to-face interview, the telephoning interview, the post-mail, and the questionnaire. Besides, to collect data can be collected from other sources such as documentary data and field data.

The survey research is to study the clearest conditions on how is it like, the criteria, or factors that affect it. To consider all, we need to apply the environmental analysis of the organization. SWOT Analysis would assist the conditions well, so the researcher should decide the research methodology to cover four points which are strength, weakness, opportunities, and threats.

As mentioned above, the first research method is survey research. When the researcher designs the research focusing on the last answer of the research would get the answers in the way of environmental analysis of what the researcher has studied. The answer or the results can represent the systematic order of environmental analysis. And in the stage of the strategic development or to produce the innovative development, we can use the process to define the strategies. The writer would present the techniques and how to design the survey research to conform the environmental analysis, then the writer would also present how to use SWOT Analysis to set up the strategy which is called “The conduction of the strategic from the research base” which is conducted from the research base and it would bring the advantage in the competition and it can be applied to the effective administration.

From the consideration of research and development methods, this can be grouped as 4 durations of 1) to investigate the conditional contexts in the present time, 2) to conduct the way to develop or the strategy, 3) to apply the developing ways or strategy to perform, and 4) to evaluate the ways of development or innovation. Thus, the ways to design research methods to conform to strategic management are as following:

1. THE DESIGN OF THE SURVEY RESEARCH

This research is to study the present environmental condition or the Existence Condition. The survey research is like scanning the condition by studying the condition of what the researcher wants to study, Causal Factors which affects what the researcher wants to study, the result or impact, and the problem or threats as in the map below:

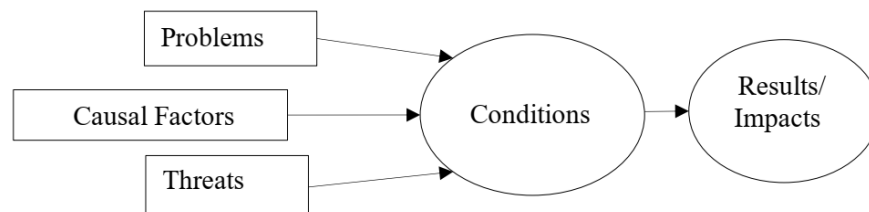


Figure 1: presents the study points in the present condition

1.1 The Concept Of Research Design

The research design of this stage is to apply with SWOT Analysis to be the base knowledge on the production of the strategies by considering two parts as following:

1.1.1 Internal Environment Analysis Consists Of 1

Strengths which means the dominant point from the inner factor. It brings the usefulness of the internal such as the Strengths of many ingredients such as finance, production, and human resources, which the organization would adopt to specify the strategies, 2) Weakness refers to the weak point from in the inner factor that can be a problem or the weak points from the environmental factors which are needed to be solved.

1.1.2 External Environment Analysis concludes 1

Opportunities means the chances from the results of the External Environmental Study of the organization that facilitates or promotes the performance. Opportunities differ from the strengths because the opportunities are the results from the External Environmental Analysis; however, the Strengths are the results from the Internal Analysis. The administrative performance has to seek the opportunities and use it and 2) Threats refers to the obstacles and the limitations that happened from the External Environmental Analysis. The administration needs to be adjusted the strategies or developing it to conform to each other and try to get rid of the actual obstacles.

1.2 To Design The Research To Conform To The Principles Of Environmental Analysis

This stage starts from defined the main objectives that refer to Strengths, Weakness, Opportunities, and Threats. From the design, the study points will consider the last answer to the research question or the results of the research that can compare to SWOT Analysis as in the table below:

Table 2: Expresses the Design of the Research to conform to the Environmental Analysis

| Environmental Analysis | The Study points | Factors | The Guidelines to set the Objectives |
|------------------------|----------------------|----------------------|---|
| Strengths | Presently Conditions | Dependent variable | To explore the dependent variable |
| | Causes Factors | Independent variable | To explore the independent variable |
| Weaknesses | Present Conditions | Dependent variable | To investigate the dependent variable |
| | Problems | Extraneous variable | Studying the problems of... To investigate the suggestion.... |
| Opportunities | Causal Factors | Independent variable | To analyze the independent variable |
| Threats | Problems/Obstacles | Extraneous variable | To analyze the obstacles To analyze the suggestion (development) |

From the table, to design the research objectives in the early stage, it is important to consider the research target which is the main target that the results would come out by analyzing the internal and external environment with SWOT Analysis. Thus, to get the answers or the results which conform to each other, to set the objective must cover many points as following:

1.2.1 To Study The Conditions As The Main Point

1) Definition the Main Point of the Study means the Issue feature or Main Idea or Dependent variables. For the administration, it can be divided into two groups: Human and Organization.

2) The Main Objective is to understand the present condition which can find both of the Strengths and Weaknesses, for example, to study the potentiality of organization, Human Resources, and the effectiveness of the public policy, the capacity of the Local Administration, and the Educational Management.

3) To build up the Educational Framework aims to understand the conditions of what it has been studied or Main Idea, Strengths (The advantage) which are the organizational components, and Weakness (the disadvantage) which means the terrible condition from the organizational components from the main points of the study.

The example of building the conceptual framework is to study the potentiality of the personnel of Mahasarakham Rajabhat University. The framework is divided into five aspects: (Kenaphoom. 2011: 9-10) 1) Achievement motivation, 2) Service Mind, 3) Expertise, 4) Integrity, and 5) teamwork.

The example of building the objectives is to study the quality of the success of the state enterprise of four cities in the Mekong Region (Kenaphoom. 2009: 11), to study the life quality in working performance, the feeling toward organization, and the potentiality of working performance of the personnel in Mahasarakham Rajabhat University (Kenaphoom. 2011: 5), to study the life quality of the rubbers planting agricultures in Nongpuntha Sub-district, So-pisai district, Boongkarn province (Chaiwong. 2013: 4), and to study the factors of Business to make a decision in buying the insurance and the methods of buying the insurance with Siam Commercial Bangkok in Mahasarakham province. (Parichattrakool. 2014: 6).

1.2.2 To Study The Causes Factors Toward The Main Point Of The Study

1) Definition of the set objective in this state is to study the Independent variables which are the variables that happened before and they cause the consequent results or Factors or Because which causes the required results from the study and it is influential to the dependent variables. (Taweerat. 2000: 44-45).

2) The Main Objective; the main objective, aims to understand that the independent variables in the conceptual framework are influent on the dependent variables or not. After understood, the variables would be considered/improved/or developed to the main point of the study or main idea or the dependent variables.

3) to Specify the Conceptual Framework of Education; to set up the educational conceptual framework from the independent variables can be used the Rational conceptual thinking to assist in considering building the framework, (Kenaphoom. 2014A: 1-19) for example, when studying the main point of the dependent variables of the organization, the independent variables are the variables of organizational changing. The independent variables are divided into two groups as follows:

3.1) Internal factors of the organization can be considered 1) Structure. This point can be used to specify the variables of the study such as the structure changing, 2) the power contribution, the reductions of the structure, the regulation changing into evaluating the personnel, planning to change to increase the effectiveness of working performance, the information management, and building the various teamwork, 2) Strategy. This point can be set up the study of the variables such as to set up the new policy, or the new product, to increase the product lines, the services, and the price, 3)

Decision-making methods. The decision made by the administrators affected the changing of the organization; on the other hand, the decision made by the employee affected the organization to have the innovation which is useful for the internal method, 4) the performance methods. It is the result of the changing of technology and the organizational structure, 5) Technology. The changing of the new technology of office supplies and materials is the major factor to increase the potentialities of the organization. The use of new technology supplies and materials affect the performance, and human resources, 6) Organizational culture. The examples are the corporation between the employees, the feeling of to be the same family, 7). Personnel. The examples are the attitudes of the employee, the expectation, the response to the changing, the training, and development, to increase or decrease the numbers of the employees, position transferring, to circulate the information, the inter-relation between the employees, and the potentiality of the working performance.

3.2) External Environment is non-controlling conditions such as the external regulation which affected the organization. It can be considered from the variety of factors (Natepohkaew. 1999: 10 -12) such as 1) Social Environment such as the social pressure, belief, life-styles of the people and so on, 2) Law Environment such as the changing of policies, the specification of law, and the restriction of law, 3) Economical Environment such as the inflation of money, the deflation of money, tight-money, products and public infrastructures service consumption, payment, and investment, 4) Political Environment such as the changing of the politics, the support from the politics, the political mobs, the political interest group, 5) The Environment of Technology such as the application of high technology instead of using the labors, 6) The Environment of the Customers such as values, attitudes, behaviors of the civilians, 7) Competitive Organization such as the changing of the competitors' policy, the use of strategy of the competitors, and 8) the Communities Organization such as the combination of the association, the benefit group, and the movement of groups.

These are the examples of the objectives, for instance, to study the factors influencing the management of the fund of local health insurance (Seankosa, Rungrueang, et al. 2014: 156), or to study the factors influencing the success of the community business enterprise of four provinces in Mekong Region (Kenaphoom et al. 2009: 5).

1.2.3 To Study Problems/Threats/Suggestions

1) Definition; the study point from the objectives is to get the additional information from the rest objectives. This will study three main points 1) Problem means the conflict points in the main point study (dependent variables). It is the difficulty, the resistance, the challenge, or any situations or the impairment, the questions, or something which does not conform to the success. Here, the writer focuses to study on the internal variables that obstruct the success of the main point of the study (Independent variables), 3) Suggestions mean the way to solve the problems, hiding the obstacles through the developing guidelines as the way to make it better, especially to survey with studying the problems/threats and to study the useful suggestion to get rid the problems/threats additionally.

2) The main target of the study; is to understand the obstacles to the working performance of the personnel to reach the goal inside the organization which is called 'Problem' or the obstacles happening outside the organization which is called 'Threats' or 'suggestions. It is the basic development to get the answer to the study (samplings) including three points. (Problems, threats, and suggestion) It can be defined into the wide conceptual framework and then to conduct the depth of the study by the qualitative research.

3) To build up the Conceptual Framework of the Education: It can be categorized into two ways:

3.1) to specific means to specify whether the points of the study are problems/threats/suggestions. This way, the researcher must collect the data which is seen as the problems/threats/suggestions by studying the theories or related research papers by conducting from the Grounded Theory Study and selecting the data from the samplings as in setting the questions “Do you think the following points are problems for your organization?) Mark into the box that you think it is ☐ the problem or ☐ not the problem.

1. Budget Management ☐ Problem ☐ No-problem
2. Positioning Structure Specification ☐ Problem ☐ No-problem
3. Promotion ☐ Problem ☐ No-problem
4. Working Performance Incentives ☐ Problem ☐ No-problem

3.2) The Wide Specification refers to the setting of the wide study points that can be problems/threats/suggestions and how is the condition. This can use various instruments such as open-questioning, interviewing, and so on. These are examples of questioning for collecting the data.

1. Do you think is the budget management in your organization has any problems? What are they?

.....

2. Do you think what the problems in positioning management in your organization are? And how is it?

.....

3. Do you think the promotion in your organization has any problems? How?

.....

4. What are the problems to provide the incentives to the employees in your organization? How?

.....

The examples of objectives of the research are such as to study a useful suggestion to develop the performance of the employees at Mahasarakham Rajabhat University. (Kenaphoom. 2011: 5), to study the suggestions of the rubber planting of the agricultures in Nong Pattana Sub-district, So Pisai District, Boonggan Province. (Chaiwong. 2556: 4), or to study the suggestion on consuming the package of life insurance with Krung Thai AXA Bank in Mahasarakham province (Parichattrakool. 2014: 6).

1.2.4 To Study The Impacts From The Main Point Of The Study

1) Definition. The Impacts from the main point of the study means the results from the changing of the main point of the study or the result of the dependent variables on how it has happened in both terms of Positive and Negative.

2) The Main Target Objectives of the Study are to give information or to study the impacts affecting the main points. This can be categorized into two ways that are 1) Positive means the good point from the changing of the main point of the study,

especially to the organization, person, society, and the nation, and 2) Negative means the disadvantage which happened to the organization, person, society, and the nation.

3) To build the Conceptual Framework of Education; this can process as same as the objectives setting, for instance, to study the causal factors affecting the main point of the study that is the definite specification and the wide specification. The examples in setting the objectives are to study the result happened to the alien labors to the national stability in the aspect of the economic, society, and politics (Ajwichai. 2014: 6).

1.3 The Design Of Conceptual Framework

To conduct the conceptual framework is to set up the range of extents that we want to study by building up the component conceptual framework. (Wiratwipawan. 2010: 2-3) and the Variable relevance conceptual framework. (Ritjaroon. 2005: 73; Kanchanawasi. 2007: 38) It can be considered from Rational Conceptual Thinking. (Kenaphoom. 2014A: 1-19) as from figure 3.

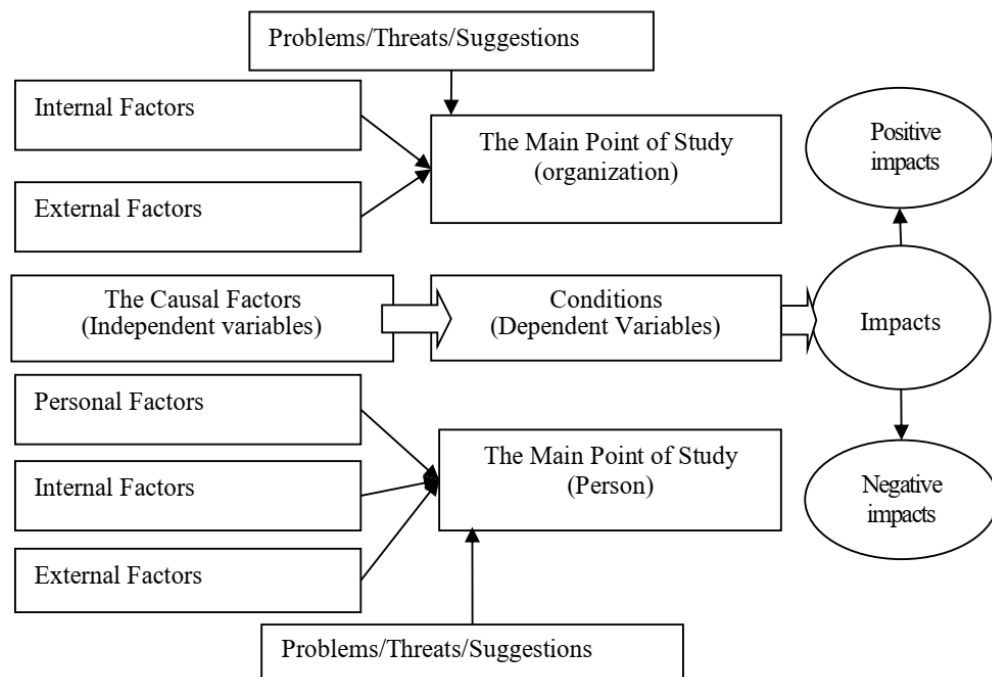


Figure 3: Shows the principle of designing the conceptual framework.

Figure 3, shows basically how to design the conceptual framework of the research which is the cause and effects to each other by beginning to design based on rational conceptual thinking. This can be divided into two main points as following:

1.3.1 the humans. The Study point about people has many aspects; physical aspects, psychological aspects, and behavioral aspects which all are grouped as follows:

1) Dependent variables are to design as the main conceptual framework as the component conceptual framework as mentioned in chapter 3 (in the fields of Political Sciences). The point of humans means government, politicians, state officials, civilians, and people in the state, private, and social sectors. There are many points of study such as perception, knowledge, comprehension, feeling, behavior, and personality.

2) Independent variable; the independent variable in conducting the conceptual framework refers to the Causal Factors which the researcher assumes that it will affect

the dependent variables such as human feature, the cause variables affect to human conditions such as 1) personal factors such as the demography, 2) Internal Variables such as perception, knowledge, comprehension, feelings, and behaviors, and 3) Environmental factors refer to the conditions of economics, society, politics, and cultures. The example of designing the conceptual framework to see the relations of the variables.

Independent Variables (Causal Factors)

Dependent variables (Main points)

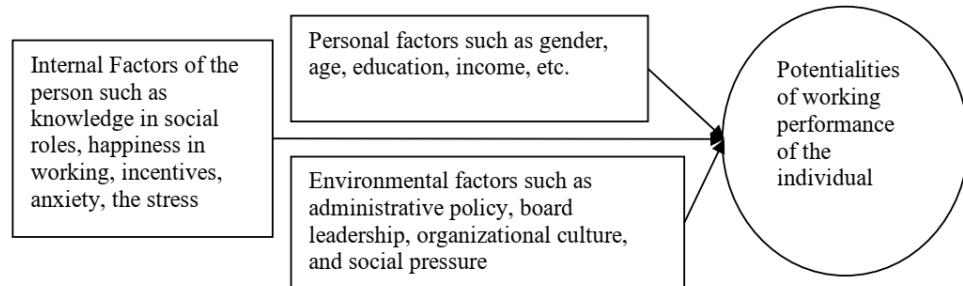


Figure 4: The conduct the conceptual framework to see the relations of the variables

1.3.2 The Case Study Of The Organization; Organization Is Defined As The Combination Of people into a group that has the same target, objective, or need and works together to accomplish the objectives. The Case Study of the Organization is as follows:

1) Dependent variables in terms of the organization are about the organizational characteristics, the behaviors of the organization such as the success, the quality, the progression, and the growth of the organization. In the fields of Political Science, to set up the characteristics of the variables which is needed to study relates to (Kenaphoom.2014B)

1) the mission of the organization. (Products and Public services of the organization) It concludes to protect the freedom and stability of the nations, the safety of the social prosperity, and financial activities of the nation, the development of the nation, the conduction of the competitive ability of the nation, and the management of freewill and equity in the society, 2) Products and Public services such as Management progress or the administrative factors, the administrative psychology, and the administrative techniques, and 3) The results from the administration or performance (the quality and the effectiveness of the administration.

2) Independent variable is to design from the cause factor (Independent variables) which affects the changing of the dependent variables. It can be considered from the following factors:

2.1) Internal environment such as 1) personnel, 2) money, 3) raw material, 4) machine, 5) management, 6) marketing, 7) location, etc.

2.2) External environment such as 1) economic status, 2) competition, 3) Environment and culture, 4) Law restriction, 5) Political condition, 6) technology, etc.

1.4 Research Methodology Designs

To design the research methodology is to build the specific research structure including how to design sampling, measurement, the application of the proper statistic. It is the stage that provides the plan before doing the research and it is the guideline to work on it. (Kerlinger. 2000: 279; Kirk. 2000: 1) by analyzing all in research. Thus, to

design the research is to get an answer that conforms to the principle of SWOT analysis which can study from the following table.

Table 3: shows the design of the Survey Research

| Main Points | Types of research | Sources | Instruments | Analysis |
|--|-------------------|--|---|---|
| 1.Conditions | Quantitative | General context/ Documents/ Person | Observe form/ Questionnaires/ test | Descriptive statistics |
| | Qualitative | General context/ Documents/ Person | Documents analysis/ Interview/ Discussion/ Brainstorming | Content analysis or Inductive analysis |
| 2. Causal Factors | Quantitative | General context/ Documents/ Person | Observe form/ Questionnaires/ test | Basic statistics using relations and Inferential statistics |
| | Qualitative | | Documents analysis/ Interview/ Discussion/ Brainstorming | Content analysis or Inductive analysis |
| 3.Problems/ Threats/ Suggestions | Quantitative | Person/ General context/ documents | Observe form/ Questionnaires | Descriptive statistics |
| | Qualitative | Documents/ person | Documents analysis/ Interview/ Discussion/ Brainstorming | Content analysis or Inductive analysis |
| 4.Impacts | Quantitative | Person/ General context/ documents | Observe form/ Questionnaires | Basic statistics using relations and Inferential statistics |
| | Qualitative | Person/ General context/ documents | Interview/ Discussion/ Brainstorming/ Documents analysis | Content analysis or Inductive analysis |

Remark: Sources from 1) context, 2) document, and 3) human

From the above table, it shows how to design the research methodology as following:

1.4.1 To Study The Current Condition

1) the quantitative research is to study 1) context or document by using the observe form or document form in the form of a number. To analyze, the data would use frequency, percentage, mean, and standard deviation, 2) humans would adopt a

questionnaire but to study feelings, opinions, behaviors would use observation. In the case of using the test to measure human behavior would use the test to measure knowledge and comprehension. For data analysis would use the basic statistics such as frequency, percentage, mean, and standard deviation.

2) The qualitative Research would 1) study from the context or document. This type would use the observation in the general context and Inductive analysis. The documents or pieces of evidence would use content analysis, and 2) study from humans would use interviews, group discussions, and brainstorming. To analyze the data would adopt content analysis and inductive analysis.

1.4.2 To Study The Causal Factors

1) To design the quantitative research is to 1) study from context or documents. The research instrument mainly uses observation form and document analysis. To analyze the data would use the basic statistics to measure the Causal Factors (Independent variables) which affected the dependent variables and 2) to study from humans. The research instruments are tests, questionnaires, and observation. For the Causal Factors or the independent variables, it is used the statistics such as t-test, F-test, Chi-square, Correlation, Regression Analysis, Path Analysis, and Factor analysis. The findings can indicate the Causal Factors (independent variables) whether they affect the relations with the main point of the study.

2) the qualitative research is 1) to study from context and documents. For the general contexts, it uses and analyzes by inductive analysis. The documents would be used in the content analysis. To present the results of the study, it is necessary to explain the reasons between the independent variables and the dependent variables whether both relate to each other and 2) to study from humans. The research instruments such as interview, group discussion, would adopt content analysis and inductive analysis to explain the relations and the dependent variables.

1.4.3 To Study Problems/Threats/Suggestions.

1) To design the quantitative research is to study from context and document. The research of the study would mainly use observation, and document analysis. The statistics are basic and 2) to study from humans. The researcher would use questionnaires to collect the data.

2) The design of the Qualitative research is 1) to study from context and documents by using observation basically and inductive analysis. The data from the documents would be analyzed by the principle of content analysis and 2) to study from humans. The research instruments are interviewing, group discussion, and brainstorming. And the data analysis would use content analysis and inductive analysis.

1.4.4 To Study The Impacts

1) To design the quantitative research is 1) to study from the context and documents. The research instrument is observation, document analysis by using the basic statistics and to use the statistics to refer the data in order to study the impacts (specified by the dependent variables) which is the result from the main point of the study (which may be specified as the dependent variables), and 2) to study from the human. The research instruments are tests, questionnaires, and observation. To analyze the data, it would be analyzed the links with the main point of the study by using the referring statistics. The findings can indicate whether the impacts happened from any factors and how.

2) To design the qualitative is 1) to study from the context and documents. The data which are the general context would use observation, and inductive analysis. The document data would use the principle of document analysis. To present the result, it

is vital to analyze and explain the reasons of each other and whether the impacts affect the main point of the study or not, and how they relate, 2) to study from the human. The research instruments are interviewing, group discussion, brainstorming by using the content analysis and inductive analysis in which the points are related or rationale to each other or not.

2. Conduction of Strategy of the results from the survey research

To conduct the results from the survey research or it is the way to solve or develop the solution based on environmental analysis. Though to design the research to cover with SWOT analysis and the progressions of the research, the results include 1) the conditions from the objectives are to study 'the current context', 2) the criteria affecting from the objectives, or 'the caused factors', 3) Problems/Threats/suggestions from the objectives 'to study problems/threat/suggestion's, and 4) the Positive and Negative impacts from the objectives which are called 'impacts'.

2.1 Using The Results To Be Applied By SWOT Analysis

After the first stage of the research which is to study the conditional context and to bring the findings to analysis and to syntactic by using the conceptual framework of environment analysis (SWOT) as the framework to analyze as following:

Table 4: shows the use of SWOT Analysis with the research results

| | |
|--|--|
| <p>S= Strength</p> <p><i>The quantitative research results</i> such as 1) the condition, high-value figures of frequency, percentage, and means, 2) the cause factor (internal factors) affects the dependent variables.</p> <p><i>The qualitative research results</i> such as the points from studying the objectives of three ways (Internal Environment) which indicates whether its effects on the dependent variables or not.</p> | <p>O= Opportunity</p> <p><i>The quantitative research results</i> such as the Causal Factors (external variables) which influences the dependent variables or the main points of the study.</p> <p><i>The qualitative research results</i> are to study from the objectives in three ways which are the external environment effects/influences the dependent variables or the main points of the study.</p> |
| <p>W =Weakness</p> <p><i>The quantitative research results</i> such as 1) the condition, low values of figures of frequency, percentage, and means, 2) the cause factor (internal factors) affects the dependent variables.</p> <p><i>The qualitative research results</i> such as the points from studying the objectives of three ways (Internal Environment) which indicates the problems in the main points (dependent variables)</p> | <p>T =Threat</p> <p><i>The quantitative research results</i> such as the Causal Factors (the external factors) which negatively affect to study of the main point or the dependents of the study.</p> <p><i>The qualitative research</i> such as the study points from studying the objectives of three ways which are external environment which stated that they are the obstacles to the main study points. (independent variables).</p> |

The example of the research entitled the Factors influencing the consuming of life insurance from Krung Thai AXA in Mahasarakham provinces by analysis from all three objectives (Parichattrakool. 2014: 71-73) as following:

1) The findings from the first objective. It is to study the factors of the components in doing business to make a decision to buy the package of life insurance and the factors

of making a decision which affects how the consumers decide to buy life insurance by considering the components in doing business. The strengths which the consumers consumed can be considered from the high-value figures of the average orderly and the weakness which is the low-value figures by the low level in the last part of the average figure.

1.1) Strengths (internal factors) are considered from the business components that lead to buying the package of life insurance. The researcher used the average of the five highest scores. The strengths are product place includes 1) to pay bills in various ways, 2) to contact all banks, 2) the benefits, 4) company reputation and 5) the active personnel in giving the service.

1.2) Weakness (internal factors) is to consider the components of the business to decide on paying the life insurance. The researcher used the average figures for the five lowest levels. The findings indicate the weakness are the product promotions such as the souvenirs or the presents of buying the insurances, 2) to give discounts, 3) the ads or the channel such as television, newspaper continuously, and 4) to introduce Krung Thai AXA from friends or relatives.

1.3) Opportunity (external factor) can be considered from the process of decision making to buy the insurance. The researcher considered the top five orders and the results show that the opportunity is the motivation such as 1) need the stable life quality in the future, 2) need the stability to the family members who are at risk from the present jobs, 3) to be protected and cure the illness, 4) need to collect money after the retirement, and 5) to feel happy and have the life stability.

1.4) Threats (external factors). To consider the external factors is the process of decision making of the insurance. The researcher analyzes the five ranks of the lowest scores. The results show that the opportunity is to consider the alternatives which are 1) buying it with the agent who presents the low interest, 2) buy because of friends or relatives, 3) buy because it nears home, 4) buy because of the agent is the friends or relatives, and the aspects of making decisions are 1) buy because to feel obligated the agents, 2) buy because the banker asks for help, and 3) need to buy more insurance packages.

2) The results from the second objective. This is to study the criteria that affect the payment of insurances. The Causal Factors are six points as following:

2.1) Strengths (Internal factors) are 1) price is suitable, the interest payment channels, the insurance period, and the benefits, 2) promotion is public promotion through websites, friends or relatives' suggestions, ads, souvenirs, promotion, and 3) the variety of the insurances affects to the insurance buying.

2.2) Opportunities (external factors) are 1) family members. If the consumer has to be responsible for many family members, there is the chance to buy more insurance for example the credits, need, the closeness to the agents, the location of the company, 3) income is when the agent gets the customers who have the high income, there are more chances to buy more.

3) The results from the third objective are to study the suggestions that allow the respondents of the questionnaire to give a good suggestion which is useful to the make a decision to buy the insurances or it is useful to develop the selling techniques. The opportunities and obstacles are as following:

3.1) Weakness (internal factors) includes 1) the insurance agents did not explain to the new customer about how to select the insurance and the honest suggestions by considering the customer's rights, 2) the life insurance agents lack of revealing the facts that affect the customers. benefits, for example, to reveal the customers the benefit conflicts such as the fee or what the agents would gain, and 3) the agents may explain what makes the misunderstanding or try to deceive the customers.

3.2) Opportunities (external factors) are to do the life insurance is good of saving, to do the insurance contains the good benefits than getting the interest from the bank, and to be protected (mostly the rich group or the person who has a life plan).

3.3) Threats (external factors) include 1) the customers did not see the importance of the insurances. Most people did not aware of how is good to have the insurances because they think that the insurances are used after the death, 2) the customers have negative feelings toward the insurances such as the insurance is deceived, loss of money, not worthy, take advantage, insincerity, lack of profits, or to be considerate.

Those were synthetic the three main objectives, the researcher would bring it as the base of thinking to set up the strategies in promoting insurances by applying the strategic plan with SWOT Analysis (Parichattakool. 2014: 74).

Table 5: shows the example of using SWOT Analysis

| | |
|--|--|
| Strength 1. Various prices 2. Great promotion 3. Various kinds of insurances 4. Various payment places 5. Contact to every bank 6. Various benefits 7. Reputation of the companies 8. Active and service-minded employees | Weakness 1. the souvenirs are not attractive 2. Special discount rate 3. ineffective of ads and media 4. the personnel hasn't reached the customers 5. Lack of sincere to introduce the actual benefits of the customers. 6. lack of the showing the facts or the effects to the benefits of the customers |
| Opportunity 1. the customers need the stability of life for themselves and the families in the future such as medical care payment, the pension money 2. The customers have many family members to take responsibility to. 3. The customers have a chance to consider the insurances. 4. The reliable banks 5. the insurance agents are close and credible people 6. the place of insurance nears the house 7. the attitudes that to do the insurance is saving money that is better than use the bank only 8. The customers have a good income or have the life plans. | Threats 1. The general people have no chance to consider and evaluate the values of insurances before making a decision. 2. most people don't see the importance of having the insurances 3. the general people has negative attitudes towards the insurances such as to feel they are deceived by the insurances, waste of money, not worthy, take advantages, insincere, loss, and feel obligated. |

2.2 The Strategic Specification

To specify the strategy by using TWOS Matrix is 1) SO is to analyze the strengths and the opportunities, 2) ST is to study what obstacles do we have and how can we use the strengths to solve the problems, 3) WO is to analyze what is the external environment that facilitates us, but if we have the weak points, we need to see why we cannot take that chance, and 4) WT is to analyze what are the obstacles from the external environment and what affects the weakness directly as follows:

Table 6: Shows the way to analyze with TWOS Matrix

| TWOS Matrix | The main strengths | The main weakness |
|-----------------------|--|---|
| Important opportunity | S–O Strategies To use the strengths to increase the opportunity | W–O Strategies To use the opportunity to decrease the weakness |
| Important threats | S–T Strategies To use the strengths to decrease the threats | W–T Strategies To stop the weakness to decrease the threats |

To conduct the strategy by considering the results of environmental analysis as the grounded thinking in specify the strategy. There are many ways using TWOS Matrix for example SO strategy, WO strategy, ST strategy, and WT strategy. However, the principles of conducting the strategies are from the environmental analysis which has the methods to conduct the strategy as following:

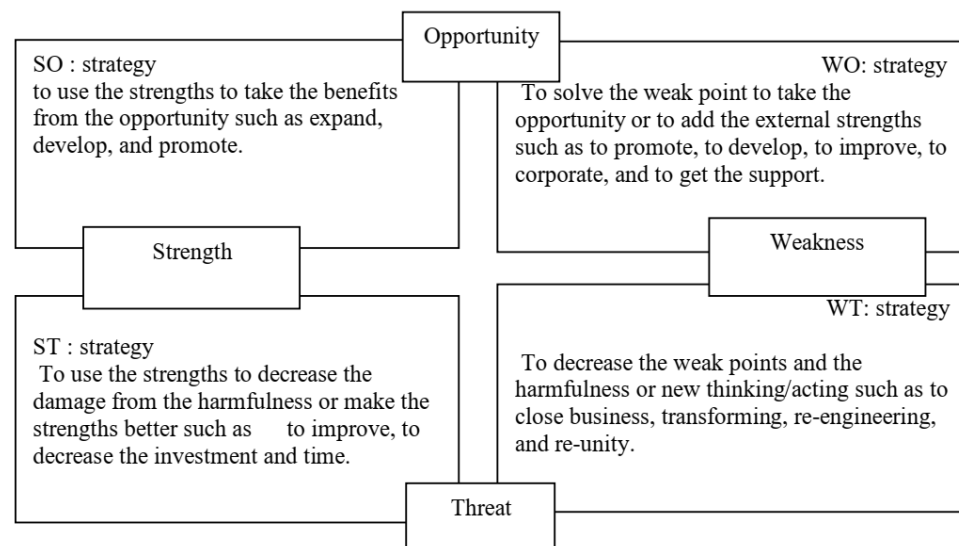


Figure 5 :shows the ways to specify the strategies.

Figure 5 shows the ways to conduct the strategies. It can be divided into four ways 1) SO strategy is to bring the opportunity to create outstanding strength as in the proverb “Make Hays while the sun shines” such as to expand, develop, promote, and create, 2) WO Strategy is to bring the opportunity helping to solve the weakness to get the chance of seeking the external strengths to make it stronger such as to promote, improve, solve, cooperate, and give the support, 3) ST strategy is to use the existing strengths to decrease the damage or the harmfulness such as to improve, to decrease the investment, to decrease the time, 4) WT strategy is when there is the harmfulness

and the weakness comes, it is necessary to quit or close the business, re-engineering, and to combine. The example of conducting the strategy from the research base studied by Parichattrakool, Preeyapat (2014: 74-76) is to create the strategy of the promotion of the product of Krung Thai AXA as following:

Table 7: SO Strategy by applying the opportunity to create the strength as the base strategy

| Strength | Opportunity | SO, Strategy |
|---|---|--|
| 1. various prices 2. Perfect promotion 3. various kinds of insurances 4. convenient payment points 5. contact all the banks 6. various benefits of insurances 7. reputation of the company 8. service-minded employees | 1. the customers need their life and their family stabilities in the future such as medical care payment, the pension 2. The customers have many family members to take care 3. the customers have the chances to consider before making a decision 4. The bank is credible. 5. The insurance agents are close to the customers. 6. the places are near the customers 7. The attitude which is considered that to hold the insurance is like saving and it is better than saving with the bank only. 8. Most customers have good earnings and they have a life plan. | 1. To increase the various kinds of insurances that are based on the needs of the customers such as the person who has a low income, average income, and high income. 2. the target groups specification is divided into two groups 1) the person who can buy, and 2) to provide the insurances which meet the needs of the customers, 3) to focus on the customers who have many family members to take care of. 3) To increase the ads and public relations to the customers to aware of the necessity of making the insurance continuously. 4. to increase places of insurances. |

Table 8: WO Strategy by applying the opportunity to improve the weakness

| Opportunity | Weakness | WO Strategy |
|--|---|---|
| 1. the customers need their life and their family stabilities in the future such as medical care payment, the pension 2. The customers have many family members to take care 3. the customers have the chances to consider before making a decision 4. The bank is credible. 5. The insurance agents are close to the customers. 6. the places are near the customers 7. The attitude which is considered that to hold the insurance is like saving and it is better than saving with the bank only. | 1. the souvenirs are not attractive 2. Special discount rate 3. ineffective of ads and media 4. the personnel hasn't reached the customers 5. Lack of sincerity to introduce the actual benefits of the customers. 6. lack of the showing the facts or the effects to the benefits of the customers. 7, the customers get the deceiving information | 1. To create the various kinds of promotions continuously such as souvenirs, and a special discount. 2. To train the employees to show sincerity and assist the customers to see the values of the insurances. |

| Opportunity | Weakness | WO Strategy |
|---|----------|-------------|
| 8. Most customers have good earnings and they have a life plan. | | |

Table 9: ST Strategy by applying the strengths to avoid the threats

| Strengths | Threats | ST Strategy |
|---|--|---|
| 1. various prices 2. Perfect promotion 3. various kinds of insurances 4. convenient payment points 5. contact all the banks 6. various benefits of insurances 7. reputation of the company 8. service-minded employees | 1. The general people have no chance to consider and evaluate the values of insurances before making a decision. 2. most people don't see the importance of having the insurances 3. the general people have negative attitudes towards the insurances such as to feel they are deceived by the insurances, waste of money, not worthy, take advantage, insincere, loss, and feel obligated. | To promote the insurances to various kinds of media such as TV, radio, agents, and to get close to the customer individually along with giving the opportunities to the customers to see why do they need to do the insurances. |

Table 10: WT Strategy by using the weakness and threats as the base strategy

| Weakness | Threats | WT Strategy |
|--|--|---|
| 1. the souvenirs are not attractive 2. Special discount rate 3. ineffective of ads and media 4. the personnel hasn't reached the customers 5. Lack of sincerity to introduce the actual benefits of the customers. 6. lack of the showing the facts or the effects to the benefits of the customers 7. the customers get the deceiving information | 1. The general people have no chance to consider and evaluate the values of insurances before making a decision. 2. most people don't see the importance of having the insurances 3. the general people have negative attitudes towards the insurances such as to feel they are deceived by the insurances, waste of money, not worthy, take advantage, insincere, loss, and feel obligated. | To promote insurance through various kinds of media such as TV, radio, agents, and to reach the customer individually to understand the values of making the insurance. |

2.3 To Orderly Organize And Create The Set Of The Strategies

After setting the strategies of SO, WO, ST, and WT, the next stage is to combine all strategies. That means after considering each part of strategies, you would get four various ways of the strategic settings as in the proverb "Kill two birds with one stone." Some strategies can solve the problems and can develop.

2.3.1 To synthesize the strategies means combining similar strategies or similar goals to be one strategy because it can decrease the burden which we need to apply in practical ways.

2.3.2 To order before-after of the strategies which refers to orderly organize the first to the last strategy which is used at the same time or to consider the latter strategy after the first has been applied.

2.3.3 to set the Strategy Package which means to set which strategy comes first, or process at the same times, or the latter strategy by drawing mind-mapping in order to be easy to understand.

Consequently, the example of strategy organization as the package was taken from the research of Parichattrakool, Preeyapat (2014: 74-76) based on the Strategies Production on the package of insurances of Krung Thai AXA as following:

1. SO Strategy consists of 1) to increase the various types of insurances considering the need of the customers as the basic base such as the customer who has a low income, average income, or high income, 2) to specify the customers target from the one who has high ability to buy and the one who has to take care many family members, 3) to increase the promotion and ads for the customers to see the importance of the insurance, and 4) to increase the product places.

2. WO Strategy consists of 1) to create the various promotion continuously such as the souvenirs, and the special discount, 2) to train the employees to be able to reach the customers sincerely such as to help the customers understand the importance of making the insurance, 3) ST and WT, 4) the ads and mass media such as TV, radio, and agents, and to reach the customer individually and emphasizes the actual information of the insurances.

After that, need to combine all strategies and draw mind-mapping.

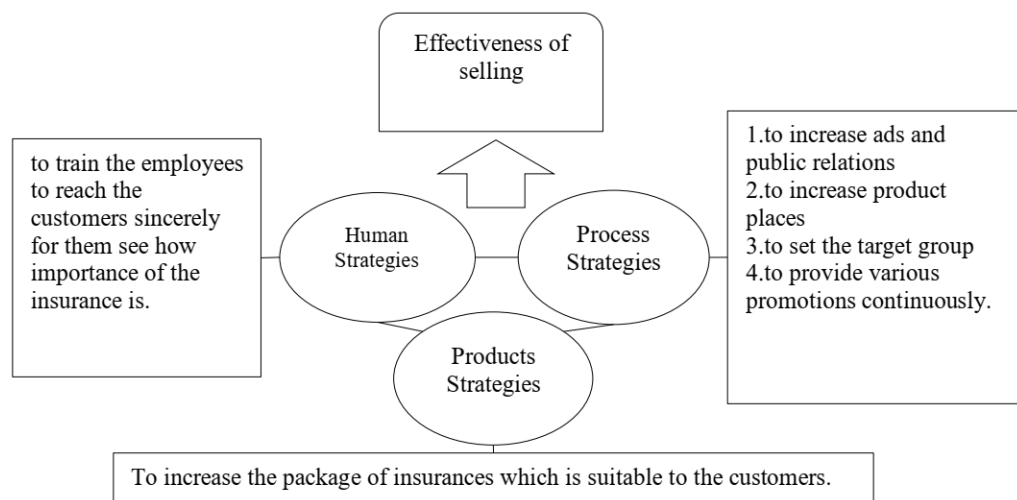


Figure 6: shows the example of the research base strategies

3. The Experimental Research or The Strategies Application to The Performance

This research method is to integrate the research into the use of strategies into the working performance and to follow-up the results which can be called “The Research of the Strategies Application to the Strategic implementation, operation plan, and to change the plan to make the project. Then it is important to use all activities to conform to the strategies (Wheelen and Hunger. 2008: 7-9). Next, you need to facilitate the resources and administrative activities. (Rszard Barnat. 2008: Certo and Certo. 2006) In this research stage, they are the practical research, experimental research, and the follow-up to the research project.

4. Research Follow-Up And Strategic Evaluation

To evaluate the research is the method to find the answers to the question and the progressive plan. The success of the research can indicate the values of research in problem-solving and development. To do the research, it should be divided into three periods in 1) to evaluate before starting the plan or the project. It is to examine the needs and the potentialities for specifying the research development direction, 2) to evaluate during the research performance. This means to investigate the progression of the research. All the data and information will be improved the operations to be more quality and effective, 3) to evaluate at the end the research or the project in order to increase the effectiveness and the chances to success which consists of evaluating at the end of the project or at the certain period of time.

The evaluation takes an important role to drive the success of the plan which has been conducted. This consists of four stages as in 1) the research plan, the evaluation consists of data collecting, objectives building, the limitation, and the research methodology of the research, including the implementation, 2) the research operations consists of to specify the research statistics and instruments, collecting data, data analysis, evaluation report, 3) to make a conclusion and give the suggestions, 4) to report and distribute the research results to be the highest use in the form of research conference or presentation.

RECOMMENDATION

To apply the value of the research results is human responsibility in using the knowledge to be utilized effectively and worth to the world. The integration of conducting the research with strategic management is the concept that the research can be applied and reached the environment of the main point of the study including Strength, Weakness, Opportunities, and Threats. All these are the base to build the strategies or the solution/development very well. To design the integration of research with the strategies can be used in 1) designing the survey research which means to study the current condition of the environment or the Existence condition, 2) to build the strategies from the survey research, 3) to use the experimental research into the performance and in a practical way and the strategic implementation, and 4) to follow-up or evaluate the overall research.

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