THE PERCEPTION OF WHITE OCEAN STRATEGY IN SCG EMPLOYEES, THAILAND



A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE GRADUATE SCHOOL STAMFORD INTERNATIONAL UNIVERSITY MASTER OF BUSINESS ADMINISTRATION ACADEMIC YEAR 2013

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Abstract

The objectives of this study were (1) To study that the Factors influencing towards practicing of White Ocean Strategy in SCG Employees, Thailand. (2) To investigate that what kind of White Ocean Strategy concepts which SCG Employees need to awareness and understanding to make the world live in harmony and sustainable growth.

Research Methodology: The sample consisted of 400 samples in SCG. The 204 sample in SCG Head Office in Bang-Sue Bangkok and the other 204 sample in SCG Phoenix Plup and Paper PLC (SCG Paper) in Khon-Kan, Thailand. The tool used in this study included the questionnaire Geographic, Gender, Age, Education, Position, Year of Work and Income (2) Pre Test Knowledge and Understanding 4P (People, Planet, Profit by empowering by Passion) in SCG Ltd., Co Thailand. (3) Collection tool which was consisted of the factor influencing towards White Ocean Strategy practice of SCG Employees, Thailand. The data were analyzed, were collected from questionnaire and analyzed by using SPSS statistical analysis software. This data and analysis results are described in this document in terms of percentage, maximum and minimum values, means and standard deviations. Inferential statistics were used to evaluate relationship between two independent variables with a statistical significance of 0.05 (Chi-squared). Hypotheses comparing independent and dependent variables were T-Test, One Way ANOVA and Schaffer's multiple contrast method.

Research findings were as follows: (1) Age, Education, Position and Year of Work are relationship with the perception of White Ocean Strategy in practice of SCG Employees. (2) The majority of the respondents Knowledge and understanding (4P-People, Planet, Profit and Passion Concepts) were able to make a score of high level 47.1 percent. (3) The most average of respondents the activities have significant influencing towards. White Ocean Strategy Practice in SCG Employees are Integrity the mean value for agree was equal to 3.82, the second is Finding a balance between People, Planet, Profit and Passion the mean for agree was equal to 3.78, the third is Respect natural resources the mean value for agree was equal to 3.74, the fourth is Lead new business trends the mean value for agree was equal to 3.72, the fifth are Individual Social Responsibility (ISR) and the sixth Vision and Mission the mean value for agree were equal to 3.67.

Keywords: Good Governance, Social Responsibility, Sustainable Growth, Case Study, Marketing

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As my study in the International Business Management at the Stamford International University is approaching to an end, I'm required to conduct a research project on "The Perception of White Ocean Strategy", which my completed research is attached.

During working on my research, I've spent a valuable time with many incredible and cooperative people who are willing to work with me, assist me and support me throughout the process. I've gained a lot of knowledge in business management, working harmoniously with others and enhancing my personal business skills.

I'd like to thank the Stamford International University and everyone who involved and assisted me throughout my study and research, especially my advisor, Dr. Apitep Saekow, for his guidance, support and understanding. I have found that the world society can easily connect with morality and religion. That makes the people in this world live in harmony and a happy society. Religion and business can live together. My full experience explores ethical business strategy and getting ready to share how to practice and show that I can be part of the small business world and to step in front of the White Ocean Strategy.

More importantly, I'd like to thank the two most important people in my life, my parents, who inspire me, guide me, assist me and set a good example not only through these studies but throughout my entire life. I've learned so much from them

Katanchalee Sithiprom

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CHAPTER 1 INTRODUCTION

Nowadays World population is approximately 7,087 million people (World Population Clock Info: 2012). The number does not included ASEN countries in 2015. The researchers are concerned in future with business management due to high competition and many problems in the social environment. The green house effect was damage because there were many pollutants and standards of not followed by industry. The idea is to instill social responsibility, integrity, honesty and fair trade practice into very organization. As we know our world cannot live without business. How can business connect with morality? Everyone in this world can live without greedy, profits, high competition etc. So the researcher is interested in the topic of The Perception of White Ocean Strategy in SCG Employees, Thailand. This strategy can meet high profits, sustainability growth and completely change the whole society. The world is natural as everyone knows the earth is rotated by itself. Consequently, we should keep the world in balance, as the same as business. The researcher will briefly mention Red Ocean Strategy which is differentiate in low cost, beat the competition and high competition. On the other hand Blue Ocean is innovative, creates new demand and breaks the value cost trade off. From this above we can be compare what is happening in our Business World today. The society is full of selfish members taking advantage of each other. They used more power to abuse each other. This has affected today's society and can cause unbalance business capitalism. The Perception of White Ocean Strategy can be a good example to business organizations, agencies and the public so that they can meet good balanced business and can achieved success from the smallest family size to internationally and meet sustainable economic growth. There is a balance between business work and life. White Ocean Strategy does not focus on profit but there is more concern on sharing with humankind liked persons who can achieve a happy life. It must be knowledge both of the business and dharma. The researcher mention of unbalanced business such as World economic crisis Tom Yum Kung in 1997. Thai government was forced to float the bath currency. USA-Subprime mortgage finance Crisis in 2007-they allowed low-income

persons were unable to buy properties to borrow money. These crises affected global financial system. There are many financial institutions that collapsed in domino effect. Consequently, White Ocean Strategy is a duplication of Good Corporate Governance as it appears that both are directed towards business ethics and management transparency which can be tracked. It has to be doing on the basis of sufficiency economy philosophy and taking action making it become the truth driving the world to live in harmony.

The Majesty King Bhumibol Aduyadej (1995) Thailand advised to keep three principles in mind as our guideline for planning Nation Development. (1) We don't need to follow either current trend on the world movement (2) Do thing to a reasonably (3) We cannot anticipate what is going to happen tomorrow. The fundamental important is the qualities of being person who has ethics, morality and integrity in good governance.

Danai Chanchachai (2012) leads towards sustainable growth and development by balance four fundamental principles which are People, Planet, Profit and Passion. Therefore, business firms must concentrate on White Ocean Strategy to their beneficiaries and the society together with strength business growth and efficiency which include aspects of corporate governance, sustainability growth, sharing profits for the society.

Prasarn Trairatvorakul (2012) White Ocean Strategy is fundamental style of business operation to work alongside cooperate governance.

Pimchada (2009) described how and why business should adhere to the obligation to take action. Social responsibility arises from social power. This proposition is derived from the understanding that a business has significant amount of influence on and power over various critical issues like economic, employment, environment and overall atmosphere that the citizen get to live in. Since business has power and influence over the society, the society can and should hold the business responsible for social conditions that result from the exercise of the power.

PTT's corporate governance (2013) described that

1. Accountability: Responsibility for one's own decisions and actions, and ensuring they can be explained and clarified.

- 2. Responsibility: Efficient performance of duties and to the best of one's abilities.
 - 3. Equitable Treatment: Fair and equal table treatment of all stakeholders
- 4. Transparency: Ensuring corporate operations can be examined and information is disclosed to relevant parties.
- 5. Vision to Create Long-term Value: Looking towards the future to create long-term added value and sustainable growth.
 - 6. Ethics: Existence of business ethics and code of conduct.

IFC International Finance Corporate World Bank Group (2011) corporate governance is defined as the structures and processes by which companies are directed and controlled. Good corporate governance helps companies operate more efficiently, improve access to capital, mitigate risk and safeguard against mismanagement. It makes companies more accountable and transparent to investors and gives them the tools to respond to stakeholder concerns. Corporate governance also contributes to development. Increased access to capital encourages new investments, boosts economic growth, and provides employment opportunities.

In Conclusion, White Ocean Strategy is a duplication of Good corporate governance as it appears that both are directed toward business ethics and management transparency which can be tracked.

SCG (2015) is good example of a unity best organization and balance business. SCG has many projects that are related to social responsibility and respect for natural resource such as "Drawing the Future" identified that SCG vision will be well recognize as an innovative workplace of choice, and a role model in corporate governance and sustainable development. SCG (2008) described that SCG manage business with the philosophy that the Company should demonstrate a sense of responsibility towards the best interests of its stakeholders. The Company should concern on environmental and of the well-being of society. SCG was incorporated into the Code of Ethics and published about 20 years age.

SCG (2014) is strongly committed to society and community by showing the projects such as SCG Conserving Water for Tomorrow, Innovative Technological for Restoration of Saline Land, and the Tales in the Garden Festival for child

development. SCG believes that the power of working will bring the better change to the world community.

1.1 Statements of the problem

White Ocean Strategy (WOS) is new way to drive any type or size of business from SME to the biggest enterprise. White Ocean Strategy is only the concept of philosophy and can be used in real life. There are not many people that heard of this name. Why do we need White Ocean Strategy when the need for good governance is widely used and widely recognized? White Ocean Strategy (WOS) is the duplicate of good corporate governance as it appears that both are directed toward business ethics and management transparency. There are many businesses from the smallest to the biggest family shop using White Ocean Strategy even though they don't really know that is called White Ocean Strategy. It is the action, prospect, awareness, practice and understanding of the concept. White Ocean Strategy draws together "People, Passion, Planet and Profit in a seamless philosophy that aims to create a sustainable, transparent and balance environment for all stakeholders. Corporate Governance alone is not enough for building up investors' trust and confidence. Therefore the researcher is very interested in introduce the perception of White Ocean Strategy as a fundamental style of business operation to work beside with corporate governance. Therefore the researcher has found it difficult to find theory or journals to support my reference.

1.2 Research Questions

- 1. What are the factors influencing towards practicing of White Ocean Strategy in SCG Employees, Thailand?
- 2. What kind of White Ocean Strategy concept are SCG Employees interested in making the world live in harmony and sustainable growth?

1.3 Research Objectives

1. To study the Factors influencing the practice of White Ocean Strategy in SCG Employees, Thailand.

2. To investigate what kind of White Ocean Strategy 4P Concept which SCG Employees need in awareness and understanding to make the world live in harmony and sustainable growth.

1.4 Scopes of Research

- 1. The scope of study lies with SCG Company Thailand in 2013. The population used in this study is SCG business organization such as engineering, Corporate Management, Marketing, Top Management and general employee. There are subtotal of 30,000 employees.
 - 1.1 Sample size 408 people
 - 204 sample in SCG Head Office in Bang Sue
 - 204 sample in SCG Phoenix
 - 1.2 The place is SCG Head Office Company Bangsue Bangkok, Thailand.

 And Phoenix Pulp and Paper PLC (SCG Paper) Khon-Kan, Thailand.
- 2. The null hypothesis (Ho) is that Factors influencing the practice of White Ocean Strategy in SCG Employees is insignificant while the alternative hypothesis that the effect of SCG Employees practicing the White Ocean Strategy as follows:

The purpose of this study is to examine the impact of The Perception of White Ocean Strategy in SCG Employees, Thailand.

3. Data collection since March-May 2013 total 3 months

1.5 Research Framework and Hypothesis

Hypothesis:

- 1. The difference of Employees with personal information such as Age, Gender, Education Level, Year of work, Guide License and Income have significant difference of the Factor influencing towards White Ocean Strategy of Practicing in SCG Employees, Thailand.
- 2. The differences of White Ocean (4P-People, Planet, Profit and Passion) have significant difference in the Factor influencing towards White Ocean Strategy of Practicing in SCG Employees, Thailand.

Table 1.1 The Analysis Proceeding of the Factors influencing towards White Ocean Strategy Practicing of SCG Employees, Thailand.

Independent Variable	Dependent Variable	
H 1 : Demographic Factors	1. Vision and mission	
1.1 Gender	2. Setting out long term goal	
1.2 Age	3. The balance between people, Planet,	
1.3 Education	profit and Passion	
1.4 Position	4. Respect natural resource	
1.5 Years of work	5. Integrity	
1.6 Income	6. ISR (Individual Social Responsibility)	
	7. Lead new business trends.	
Other Factor		
H2: Acknowledge and Understanding		
of White Ocean Strategy 4P Concept		
(People, Planet, Profit and Passion)		

1.6 Definition of Terms

- 1. The Analysis Proceedings of Factors influencing towards the Practicing of White Ocean Strategy in SCG Employees divided into as following elements.
 - 1.1Demographic such as Gender, Age, Education, Occupation, Years of Working, and Income.
 - 2. Other Factor are People, Planet, Profit and Passion
 - 2.1 **People** is included the whole society and community.
 - 2.2 **Planet** is environmental protection.
 - 2.3 **Profit** is focus on paying benefit back to society.
 - 2.4 **Passion** is the key dimension of People, Planet and Profit to be achieved.
- 3. **Vision and mission** is the business organization policy for the short-term, intermediate term and long-term. These required knowledge and experience management.

- 4. The perceptions are farther by looking forward to the next 10-20 years by concentrate.
- 5. Finding a balance between People, Planet, Profit and Passion is making the world live in harmony. The world is balance business and moral live together.
- 6. **Respect natural resource** is concerned that everyone should consider and pay respect on the mother earth. All natural resources and knowledge belong to everyone on the planet should be protected.
- 7. **Integrity** is the organization should more concern in honesty, bravery, discipline, respectability, morality and integrity as priority to explore the outside world.
- 8. **Individual Social Responsibility (ISR)**, The members of a White Ocean organization fully recognize their social responsibility, they will become professionals, with their minds full of voluntary spirit, who are concerned for others and society as a whole, without expecting anything in return.
- 9. **Lead new business trends** is taken the business organization becomes a leader to lead new businesses trends and make constructive changes. As it will become a model for other businesses to follow. It is kind of challenge.

1.7 Contribution of the research

- 1. To understand the Factors influencing towards practicing of White Ocean Strategy in SCG Employees.
- 2. This study will help find solution to motivate employees to make and to apply White Ocean Strategy not only the idealist. Also this study can guide many new businesses, SCG Company, government, Agency, and Public to bring transparency to business operation. White Ocean Strategy as a basic of knowledge style of business operation to work alongside corporate governance.
- 3. To apply the result of the study, evaluation, analyzing of employees for further improvement, find the weakness and strength of business organization to practice, awareness for meet the highest social benefit. Philosophy can be real and exist.

.CHAPTER 2

LITERATURE REVIEWS

This chapter is The Perception of White Ocean Strategy in SCG Employees, Thailand present concepts, previous research and theory concerning the concept of White Ocean Strategy as guidelines for data analysis in the following dimension.

White Ocean Strategy is a fundamental style of business operation to work alongside Corporate Governance. Carry out businesses with business ethics, integrity or law to make the world work in harmony and economic growth.

- 2.1 White Ocean Strategy
- 2.2 Blue Ocean Strategy VS Red Ocean Strategy
- 2.3 Case Study
- 2.4 Research related

2.1 Concept of White Ocean Strategy

2.1.1 Definition of White Ocean Strategy

White Ocean Strategy and Good Governance are both directed toward business ethics and management transparency. Prawase Wasi (2012) identified that a person who can achieve this must have board knowledge both of the business world and dharma. Personal dharma is understanding. But organizational dharma is something we understand less though it is very important, because if any organization, including a country's government institutions, lack good government, the country may certainly go broke. I personally thank Dannai Chanchaochai for trying to make the readers understand the organization dharma through White Ocean Strategy. This strategy is in part helping members of society to understand that every organization cannot hold on to its ego. Things must go fairly, in line with dharma. It is because dharma is natural. Dharma is the law of nature. Dharma is to follow the law of nature. That is the perfect connection of everything that shall lead to a fair result which is natural, peaceful and eternally sustainable.

Danai Chanchachai (2012) identified that White Ocean Strategy with emphasis on every aspect of society in harmony with the surrounding business, social and natural environment. White Ocean Strategy draws together "People, Passion, Profit and the Planet" in a seamless philosophy that aims to create a sustainable, transparent and uplifting environmental for all stakeholders.

IFC International Finance Corporate World Bank Group (2011) defined that IFC works with firms to attract and retain investment by promoting the adoption of good corporate governance practices and standards.

- 1. Assessing a firm's corporate governance practices and providing advice on how to improve them
- 2. Providing specialized advisory service on board effectiveness, the control environment and family business governance.
- 3. Building capacity of local partners, institutes of directors' media, and educational institution on corporate governance service, training and reporting.
- 4. Working with regulatory institutions and government to improve corporate governance laws, regulation, codes and listing requirements.
- 5. Raising awareness of corporate governance through conference, workshops and publications.

Corporate governance is defined as the structures and processes by which companies are directed and controlled. Good corporate governance helps companies operate more efficiently, improve access to capital, mitigate risk and safeguard against mismanagement. It makes companies more accountable and transparent to investors and gives them the tools to respond to stakeholder concerns. Corporate governance also contributes to development. Increased access to capital encourages new investments, boosts economic growth, and provides employment opportunities.

Financial development, property right and growth, Journal of Finance (2020) identified that corporate governance as one of the pillars of IFC's focus on sustainability following environmental and social sustainability. Better corporate governance increase the likelihood that the enterprise will satisfy the legitimate claims of all stakeholders and fulfill its environmental and social responsibilities. Accordingly, it contributes to the long-term, sustainable growth of client companies. A company that is well-governed is one that is accountable and transparent to its

shareholders and other stakeholders (such as employees, creditors, customers and the wider society.

Robert C. Solomon (1998) identified that it cannot tolerate a conception of business that focuses solely on income and vulgarity while ignoring traditional virtues of responsibility, community, and integrity.

Aristotle theory of business (over 2000 years) indentified that many feel that there is too much lip-service and not enough understanding of the importance of cooperation and integrity in corporate life. This book rejects the myths and metaphors of war-like competition that could business thinking and develops.

Pervaiz K. Ahmed (2013) indentified that Internal Journal of Business Governance and Ethics As the world become increasingly dominated by interconnected corporations alongside increasing demands for transparency and accountability, business governance is no longer just about running companies and organizations efficiently, but about managing wider responsibilities. Company director need to move beyond governance concerns that deal with their functional responsibilities towards understanding how their personal values and actions affect the organization they lead, and how in turn these affect local and global communities.

Wayne (1980) identified that social responsibility is an obligation of the management to select the method to keep and protect public interest more than focusing on the benefit of an organization solely.

Patcharee N. (2003) defined that moral and ethics of individual, groups, member of society or countries including policies and activities which are initiated by private sector to help, improve and develop society as a whole together with improving the quality of life.

Chumpoon Cabana (2012) defined that he was able to overcome the financial burden by completely changing his mind set on how to run his business.

First-by adopting the principle of a sufficiency economy

Second-by bringing in the approach of giving, as a key principle in running the business. The change brought about a major turning point in business operation, enabling the hundred people in the organization to work happily and co-operatively. He has demonstrated this approach balancing the People, the Planet, Profits and Passion in the right order.

Boonchai B. (2012) defined that the voluntary spirit has subsequently become role model for Individual Social Responsibility (ISR). They successfully led their colleagues on the path of the volunteer spirit and raised their sense of social responsibility to the level of sustainable social responsibility for the general public.

Banthoon L. (2007) defined that the fourth generation successor of the founder of Kasikorn Bank, had brought about a new strategy that has make K-Bank a provider of education for borrowers, which complements its regular financial services. This is based on the presumption of bankers, that if a borrower is knowledgeable about the management of his business, then the business will be less risk of failure. The White Ocean Strategy is a scheme that reflects sharing and is a business approach to creating a better well –being for society. It is also a form of development, an aid and a method of contribution by means of filling gaps. At the same time, it can develop the standards of a role model for benchmarking businesses and society.

Muhammad Y. (2006) defined that his devotion to White Ocean Strategy, has pushed the model of micro-credit into successful practice. Micro-credit is based on the power of trust in borrowers of the Grameen Bank, without collateral. The guarantee simply comes from awareness of trustworthiness. The reward Yunns receives from society, including his Nobel Prize, is not as worthy as the improved living standard of the Bangladeshi People and the evidence that the idea of micro-credit is spending all over the world.

PTT Public Company Limited (2013) indentified that what creates sustainable growth. We strongly believe that not only science and technology invent leading-edge innovations but they also strike consciousness on resource consumption as well as providing environmentally friendly solutions for better living of every life.

According to the mentioned above, the conclusion of White Ocean Strategy definition is White Ocean Strategy is a duplicate of good corporate governances as it appears that both are directed toward business ethics and management transparency. White Ocean Strategy can contribute towards community and society as well as business sustainable growth. Moreover White Ocean Strategy can easily connect with morality and as a symbol of religion that can exist. Business organization can apply White Ocean Strategy to practice business behavior with ethically conduct and better society as well as business returns.

Danai C. (2012) defined that White Ocean Strategy can make it easy for practice application. All of those are based on the following principles.

- 1. **Vision and Mission** is described that setting vision, mission and policies for the short-term and long-term. These require knowledge and experience for management.
- 2. **Setting out a long-term goal** is described that set the perception farther by looking forward to the next 10-20 years. By knowing what businesses want to achieve and to concentrate the efforts.
- 3. The balance between people, planet, profit and passion is described that people is the group of people not only its employee but also including its customers, suppliers, shareholders and communities. Planet is the environment and natural resource which belong to everyone. Profit is pay benefit back to society. Passion is empowering driving to achieve goal.
- 4. **Respect natural resource** is described that everyone should consider and pay respect on the mother earth. All natural resources and knowledge belong to everyone so the planet should be protected.
- 5. **Integrity** is described that the organization develops honesty, discipline, respectability, morality, and integrity.
- 6. **ISR** (**Individual Social Responsibility**) as described by social responsibility will find people with their minds full of voluntary spirit who are concerned for others and society without expecting anything in return.
- 7. **Lead new business trends** are described by business organization becoming a thought leader that has progressed to lead new business trends and make things change. As it will become a model for other business to follow.

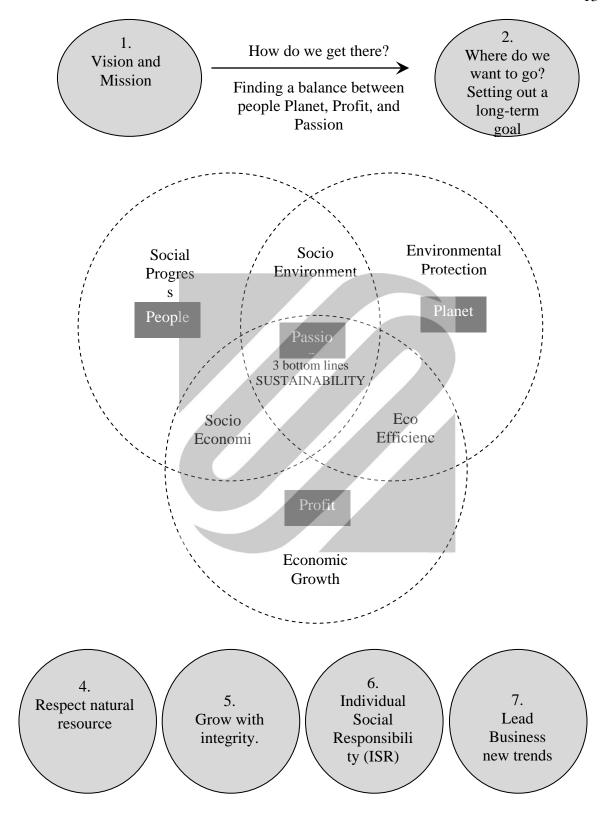


Figure 2.1 Find a balance between People, Planet, Profit and Passion

Source: Sukich Udindu, VP-CSR Minor International PCL

The info graphic show the common area of the triple bottom line is the measurement of success, when taking into account the three dimensions of People, Planet and Profit to be achieved mainly by the motivation of Passion as a key base.

2.2 Blue Ocean Strategy and Red Ocean

2.2.1 Definition of Blue Ocean Strategy

John A. (2014) described that Strategy is a pattern of the fundamental goals of the walk and planned, the distribution of resources and the organization of interaction with the market, competitors and factor - environmental. "The core of the strategy is how to survive in a competitive world, how to create a better perception in the minds of customer, to be different, identity strengths and weaknesses competitors, specializes to control one simple word in the head, which provide leadership and direction to understand the reality of the market by becoming the first of which became better. Small and big enterprise need to have strategy to be a navigator in making all businesses achieves their goals. Today the world has changed so quickly. Especially dynamic markets and high technology are required to a competitive advantage. All the businesses have to adapt themselves and they are under pressure to improve productivity, technology, quality in order to earn sustainable profitability.

Kim and Mauborge (2005) described that Blue Ocean Strategy vs. Competition Base Strategies: Most of the companies have to outdistance the competitors to gain new profit and growth opportunities so they need to create blue oceans. Blue Ocean Strategy is based on new market boundaries. Blue Ocean Strategy focus on create new innovation that is creates innovated value to unlock new demand. It says that the ocean is blue in part where there is little or competition for resources. In other part of the ocean where there is more competition, fighting over each other and the blood spilled there turns the Red Ocean. Blue Ocean strategy has been applied to business liked "Thinking out of the Box." There are many companies that have learned and used their sensation strategy to focus on customer needs and listen to the customer want form the productivity. Does customer have any problem with the products? When we were gathering all customers' information, we learn directly from them how to run a business or create new market. Choosing heart meant jumping into something that had no clear progression or exit route, had an unknown value on the future. This

is no beaneries of business ideas. Business owner must choose sensation to lead the unknown experience. Moreover this strategic is good opportunities for many industries moving to a higher step in the world of international operation. There are many industries and service firms' whom success form this ocean strategy. At the beginning the competition is not hot rival because each business can have their own market place. But later, with higher profit and more customers, there will be hot rivalry. The Blue strategy will turn into Red ocean Strategy and everyone will try to be the front runner of the market share. The business competition cycle is never ending.

For these reasons the Blue Ocean becomes not much different from the Red Ocean. This situation will cause the result of lower quality product. It will target the group of low-end customers. They make decisions on quantity, attractive packaging and special price offers. A few clearly seen examples the hot rivalries are the giant manufacturers of soft drink, Coke and Pepsi, Sony, Panasonic, Samsung, LG. Manufacturing competitors of instant noodles, shampoo, automobiles and many other products are all engaged in the marketing strategy of special offers. Should the customer always be the King? If we answer "Yes", this is a sign of that ourselves jump into the Red Ocean. Our rivals would have return to the same thing. We end up with the same old way of marketing. Thus, at the very beginning, we have to take the vision that our customer is not the king. The innovation can be able to raise our market place. There are a few good examples; one of these is Apple's I-Phone. This is innovative technology which is very successful and created new own market. Unfortunately not very long after launching I-Phone, the new comer launch smart phones with functions not very different and take market-share form I-Phone. By this way of operating, business industries will be changed from pure capitalism to sustainable capitalism.

Kim and Mauborge (2005) described that Red Ocean Strategy is high competing for the same object or goal and beat up together. The player competes with each other staying in the same market space. This is called the principle of "competitive advantage." It is relative advantage one business has over another that is translated into a benefit that is important to target customers. Red Ocean Strategies opportunities for growth and profit are reduced because of low cost or differentiation

beating the competition and exploits existing demand. Red Ocean Strategies have the following

Characteristics:

They focus on competing in a marketplace.

They focus on beating the competition.

They focus on the value/cost trade off.

It means a company the choice between creating more value for customer but a higher cost, or reasonable value for customer at a lower cost.

They focus on exploiting existing demand.

They focus on better marketing, lower cost base etc.

Red Ocean Strategy leads an organization that chooses to follow one of two strategies differentiation or low cost. Whichever is chosen the organization must follow the line all activities with one these strategic directions.

Table 2.1 Red Ocean, Blue Ocean and White Ocean COMPARISON

Red Ocean Strategy	Blue Ocean Strategy	White Ocean Strategy
Compete in existing	Create uncontested	Make market
market space	market space	space irrelevant
Beat the competition	Make the competition	Everyone can win
	Irrelevant	
Exploit existing demand	Create and capture	Attract all demand
	new demand	
Make the value-cost	Break the value-cost	Create a balance in
trade-off	trade-off	value-cost price
Align the whole system	Align the whole system	Align the firm's activities
of a firm's activities	of a firm's activities in	benefit society as a whole
with its strategic choice	pursuit of differentiation	as well as reasonable
of differentiation	and low cost	profit and the
or low cost		sustainability

Source: W. Chan Kim and Renee Mauborgne, 2005

2.3 Case Study

Anita Rodick (1976) described that to be aware of her determination and dedication to environmental protection issues. She is in the front row that protects the planet as well as fighting for the disadvantaged in society. Resulting from her mission and commitment to White Ocean business strategy throughout her life, she earned much more than monetary rewards could offer. It is now recognized by most marketing experts that today the Body Shop is no longer regarded as a Blue Ocean organization but has moved into the Red Ocean of competition. However, there remains one thing and that is the heart of a White Ocean business.

The Body Shop has five criteria in its philosophy:

- 1. No animal are used for testing
- 2. Natural ingredients are used in manufacturing.
- 3. Cultivating loving-kindness and self-respect.
- 4. Protecting human rights,

Acting against all forms of environmental degradation

Anita Roddick is aware of her determination and dedication to environmental protection issues. She is in the front row who protect for the planet as well as fighting for the disadvantaged in society. Resulting from her mission and commitment to White Ocean business strategy throughout her life, she earned much more than monetary rewards could offer. It is now recognized by most marketing experts that today the Body Shop is no longer regarded as a Blue Ocean organization but has moved into the Red Ocean of competition. However, there remains one thing and that is the heart of a White Ocean business.

Ben and Jerry's American ice-cream Brand (1983) described that the business is now under the management of Unilever but a study has found that the path of its growth is quite amazing, despite its conception in the land of real capitalism. The company would purchase ingredients directly from farmers, without dealing with any brokers or middlemen, so that the money would go right into the hands of products. Or they would buy an ice-cream recipe form a charity organization which would spend the income on building housing for the poor and occupational training for the disadvantaged. In addition, the company donated 7.5 percent of income before tax to

the Ben and Jerry's Foundation, and the money would then be used for community activities. Certainly in countries that respect capitalism, such as the United States, not many businesses would manage their operations in the same way as Ben and Jerry's would.

Whereas the Body Shop has shown its concern for environmental protection, Ben and Jerry have set its focus on raising people's quality of life. And in Thailand, the SCG has set its mission as showing concern widely across society. Those examples above have demonstrated that successful businesses can stand proudly in the world of capitalism without today giving in to profits-making. These case studies illustrate the theme I am trying to point out, that a White Ocean business can be successfully by simply widening the view of the world and not show one's mind to the other side way of struggling to win, while disregarding the surrounding environment. One has to bear in mind the fact that if an organization becomes wealth, it would have drawn its wealth from its customers, which is the society. Therefore, the existence of an organization is not for its own benefit alone, certain not for making the highest profit for its existence of an organization must be devoted to making wealth for the whole society.

Warren B. (2006) described that he announced a huge donation, amounting to \$37-billion dollars, obtained from eighty-four percent of his dividend earning from his Berkshire Hathaway shares, to four charity organizations. Since their purpose is to build social justice and equality, the foundation has allocated provisions according to the severity of needs and specified regions. In developing countries, the foundation places its emphasis on strengthening health-care systems, alleviating poverty and making technologies more accessible. In the United States, the foundation aims at supporting American people of all levels in reaching the best available education and furnishing every public library with up-to-date knowledge of modern technologies.

Tata group, cars and trucks by Indians (2012) described follows a model of White Ocean business. The products of good quality sold at reasonable prices. Tata's business ethics reflected their strategic practices which are based on the principle of doing good acts for good result, or returning the company's profit to society. Belo are five items among the values adopted by the Tata Group as the fundamental approach

to Tata business practice, so as to earn the trust and display the ethics which may be applied to any organization.

Integrity: Businesses must be fairly managed with honesty and transparency. For this, every action must be performed in view of the public.

Understanding: We must care for, pay respect to and be kind and compassionate to our worldwide colleagues, our customers and most importantly, we have to work for the benefit of society.

Excellence: We must employ our best efforts in our daily duties, on a regular basis, to attain our goals according to the highest standards available, so as to produce the best quality of products and services.

Unity: We must work in good relationship with our colleagues, customers and our partners in other parts of the world. Our relationships are built on patience, understanding and mutual cooperation.

Responsibility: We connect our duty with our responsibility for the country, communities and the surrounding environment while reminding ourselves that anything received from the people must be returned to the people many fold.

It is considered that Tata's adaption of this principle is in contrast with other organization practices that share only a little their profits for society.

Bill Gates, the founder of Microsoft, (1994) described what he regarded as a new philosophy is now leading his organization toward White Ocean Strategy, by way of the new systematic management scheme for his charity organization. He introduced the new scheme of business management practice to the Bill and Melinda Gates Foundation, based on his belief that if the charity management is to progressively advance towards its goal and expected outcomes, it needs to adopt the scheme and spirit of a business operation. By applying the principle of White Ocean Strategy to business operation, Bill Gate has set out a model of White Ocean Business for others to follow. There are other world business giants adopting the idea of the White Ocean for their organization, who have contributed to this influence. Though acting in the world of greedy capitalism, they can drive their business methods constructively toward creative capitalism-especially when the strategy is led by their own top executives.

Sara Blakely (2012) described that Spanx, Inc. is an American hosiery company that is based in Alanta Georgia, United Stated (U.S.). The company mainly manufactures pantyhose and other undergarments for women. She researched and developed a hosiery concept predominantly on her own. The creation of the initial product prototype was completed over the course of a year. She had done product prototype for her passion. In Blakely's June 2014 Forbes profile, the publication claims that the company generates over \$250 million in annual revenues and net profit margins estimated at 20%. "Believe in your idea, trust your instincts, and don't be afraid to fail. It took me two year from the time I had the idea for Spanx until the time I had a product in hand ready to sell into stores. I must have the heard the world "no" a thousand times. If you believe in your idea 100%, don't let anyone stop you! Don't being afraid to fail is a key part of the success of Spanx.

2.4 Research related

Werther & Chandler (2006) described that many companies have established a corporate identity using branding which has become a focal point of their success and competitive advantage. For example, the Body Shop, through its leader Anita Roddick, adopted a number of fair trade and other social issues. These stances helped differentiate the firm's offerings and made responsibility figure prominently in its corporate identity in the minds of customers.

MaGaw (2005) described what is consider the biggest challenge in the field of CSR implementation to be the development of leaders for a sustainable global society, asking what kind of leader is needed for building a sustainable global society and how we can best develop individuals with these leadership capabilities. According to this author, the task and challenge will be to develop leaders for a sustainable global society by encouraging imagination and the accomplishment of a positive change.

Howell and Avolio (2006) described that responsible and leadership is the art of building and sustaining relationships with all relevant stakeholders, and it requires socialized, not personalized, leaders. Here, the challenge is to develop leaders who can relate in different ways, who are able to align different values into a common vision, which can listen to and care for others and ultimately serve them. Meeting

these challenges requires the joint efforts of a global society and responsible leadership committed to diversity, ethics, and values.

Ancrum (2006) described that a new framework for companies to embrace comes from the recognition that profit alone does not guarantee sustainable success but needs to be balanced with other factors: reputation, brand value, CSR, and retention of human capital. This new framework is the value-creation business model, which implies the combination of personal principles, corporate ethics, and commercial sustainability. A key component is this framework is the leader's courage to implement all three simultaneously in the business. The value-creation model for leadership is defended against the obsolete principle that wealth creation is simply a matter of pursuing profit and growth at the expenses of everything else. The development process starts by asking members of the leadership team to focus on what is essential for the company's success and then to look at how the company does these things distinctively. A key question is, what principles of behavior are nonnegotiable if the business is to consistently do the things that we agree create value and do them in the ways it needs to? The organizational vision and mission in this framework set the values in the organization. The values then are a nonnegotiable set after all the process is accomplished, from asking the management team what it believes the business must do, to consolidating its beliefs into a model, to seeing that the identified values lead to the expected outcomes. The company's leadership will then seek ways to connect the words with actions on the ground that really count.

Tipavadee M. (2540) described that there were 6 principles of Good Governance in Private Sector must be concerned (1). Accountability (2).Responsibility (3). Equitable Treatment (4). Transparency (5) Vision to Create Long Term Value (6). Ethics.

UN ESCAP (2005) described that there were 8 principles of Good Governance must be concerned (1) Participatory (2) Rule of Law (3) Transparency (4) Responsiveness (5) Consensus oriented (6) Equity and inclusiveness (7) Effectiveness and efficiency (8) Accountability.

White Ocean Strategy is a duplicate of Good Governance that both are directed to business ethic and management transparency. White Ocean Strategy can help society and community as well as business sustainable grow. Everyone can be winner

in the market enter. Business and morality go together as a symbol of religion. Business organization can apply White Ocean Strategy to practice in order to meet sustainable grow and better society as well as business returns. There are many people confused of White Ocean Strategy and CSR. Are they the same strategy? White Ocean Strategy was first introduced by Danai Chanchachai. Moreover White ocean Strategy was related in every business in our real life. There were many small businesses using the strategy until multination businesses practiced and applied White Ocean Strategy. They also realized that capitalism has completed the growth of the world's economy and they accept profit-making as a reasonable price. Many businesses have strategies to meet market share at profit making. Some used Red or Blue Strategies and some use part of profit on CSR activities so as to share good things with society and global planet. White Ocean Strategy would not count its success by sale volume. There have many organization and government sectors turning their marketing toward CSR (Corporate Social Responsibility) as tool for marketing and presenting good images. These CSR activities are not on the path of sustainability grow. But SCR activities do by spiritual minds for the good of society are on the path of sustainability grow. Every organization need to be concerned not only by profits but also sharing the profits back to society. This will be a big motivate society to change forward for the better movement.

CHAPTER 3

RESEARCH METHODOLOGY

The method of research is quantitative method by survey research using questionnaire for data collocation. The detail of research method is described as follows:

- 1. Population and Sampling
- 2. Instrument for Data Collection
- Scoring and Interpretation
- **Testing Instrument**
- 5. Collecting the Data
- 6. Data Analysis
- 7. Research Procedures

3.1 Population and Sampling

The population scope of the study resides with the 2013 in the SCG Company Thailand. There are two groups of 204 samples in SCG Head Office in Bang Sue, Bangkok Thailand and 204 samples in SCG Phoenix Pulp and Paper, Khon-Kaen. The classification of population SCG Bangkok is composed of the following: (1) accountant (2) Corporate Management Marketing (3) Top Management and (4) General employee. The classification of populating in SCG Khon-Kaen, Thailand is composed of the following (1) Engineering (2) Service (3) General employee. Sample Size:

The target sample size would be divided into two SCG branch, Bangkok and Khon-Kaen. As the questionnaires have been distributed to the SCG Headquarter Bangkok, and SCG Phoenix and Paper through company visits, a total of 408 questionnaires were collected. This equates to only 1 % of total population. The 204 respondents came from all employees in SCG Headquarters Bangkok, and the other 204 respondents came from SCG Phoenix Pulp and Paper, Khon-Kaen. Unfortunately, the proportion for SCG Company is less than what is expected and some more than what is expected. Since this has been the case, the study cannot safely say that outputs of company are representative of the whole company. This overall analysis has been conducted.

3.2 Instrument for Data Collection

For this research, questionnaires were used for collecting data of sampling which consist of 3 parts. The structure in 3 parts as shown

- Part 1: Geographic e.g. sex, age, education, position, year of work, income.
- Part 2: Other Factors e.g. Pretest Knowledge and Understanding 4P (People, Planet, Profit and Passion).

Part3: The Factors influencing towards White Ocean Strategy practicing in SCG Ltd., Co Thailand.

- Question related to Vision and Mission -6 questions
- Question related to Setting out long-term goal -7questions
- Question related to People / Planet/ Profit and Passion -9 questions
- Question related to Respect natural resources 4 questions
- Question related to Integrity -7 questions
- Question related to Individual Social Responsibility (ISR) -7 questions
- Question related to Lead new business trends -5 questions

3.3 Scoring and Interpretation

The scales for statistic analysis which have been used to measure attitudes for rating questionnaires responses are listed below:

1. Question related to Pretest Knowledge and Understanding 4 of White Ocean Strategy is finding a balance between the People, the Planet, and the Profits, by empowering Passion in SCG Thailand – 20 questions

The researcher uses the Liker Scale for measuring attitudes in a choice of 5 point scale as shown

Strongly agree	5	scores
Agree	4	scores
Neutral	3	scores
Disagree	2	scores

Strongly disagree 1 scores

Score are divided into equal score interval as the following formula:

$$\frac{\text{Max-Min}}{N} = \frac{5-1}{5} = 0.8$$

Where Max = Maximum score

Min = Minimum score

N = Number of answer

According to the formula, interpreting the results of an average of the Factors Acknowledge White Ocean Strategy Level is average as below:

Average

Score 0-50 points Factors influencing Pretest –knowledge level as low

Score 51-75 points Factors influencing Pretest-knowledge level as medium

Score 76-100 points Factors influencing Pretest-knowledge level as high

2. Question related to kind of the White Ocean Strategy participation in SCG Thailand.

The researcher uses the Likert Scale for measuring in a choice of 5 point scale as shown

Strongly agree	5	scores
Agree	4	scores
Neutral	3	scores
Disagree	2	scores
Strongly disagree	1	scores

Score are divided into equal score interval as the following formula:

$$\frac{\text{Max-Min}}{\text{N}} = \frac{5-1}{5} = 0.8$$

Where Max = Maximum score

Min = Minimum score

N = Number of answer

According to the formula, interpreting the results of an average of the Factors Analyzing the White Ocean Strategy participation in SCG Thailand of respondents are

Average						
1.00-1.80	Factors i	nfluencing pa	rticipation of V	Vhit	e Ocean	
	Strategy	activities as t	he lowest level	•		
1.81-2.60	Factors	influencing	participation	of	White	Ocean
	Strategy	activities at the	he low level.			
2.61-3.40	Factors i	nfluencing pa	rticipation of V	Vhit	e Ocean	
	Strategy activities at the average level.					
3.41-4.20	Factors	influencing	participation	of	White	Ocean
	Strategy	as the high	level.			
4.21-5.00	Factors	influencing	participation	of	White	Ocean
	Strategy	as the highes	t level.			
	100					

3.4 Testing instrument

Before the questionnaire was distributed, it was a pilot survey to determine the validity and reliability of the question in the instrument.

- 1. Validity Testing refers to how well the test measures what it is purported to measure by proposing the questionnaire to this study advisor prior for proving the content validity.
- 2. Reliability Testing is a measure of reliability obtained by administering the pretest with 30 selected samples which have actual population targeted group and using the pre-test result to improve questions in questionnaire before distributing.

The researcher used Alpha Coefficient Cronbach (Cronbach 1970) to test the reliability as the following formula:

$$a = \frac{n}{n-1} \left(1 - \frac{\sum S_i^2}{S_x^2}\right)$$

a : Coefficient, Cronbach's alpha

n: Number of test items

 S_i^2 : Variance of overall score on the entire test S_x^2 : Variance of score on each item

The researcher used Mathematics Statistical Calculated Program for calculation. The result in a variance of test reliability of the questionnaire is α = 0.9184 in general, the variance of test reliability (α) is within the range of 0-1. With at least α above 0.80, the reliability is deemed as high. From the overall test result which is α = 0.9184, the questionnaire therefore has a high reliability and can be used for collecting data as research's objectives.

3.5 Collecting the Data

The population scope of the study resides with the 2013 in the SCG Company Thailand. There are two groups of 204 samples in SCG Head Office in Bang Sue, Bangkok Thailand and 204 samples in SCG Phoenix Pulp and Paper, Khon-Kaen. The classification of population SCG Bangkok is composed of the following: (1) accountant (2) Corporate Management Marketing (3) Top Management and (4) General employee. The classification of populating in SCG Khon-Kaen, Thailand is composed of the following (1) Engineering (2) Service (3) General employee.

The researcher collected 204 samples from SCG Headquarter Bangkok and the other 204 samples from Phoenix Pulp and Paper, Khon-Kaen by using selfadministered questionnaire for a period of 4 months during May –August 2013. After each respondent complete the questionnaire, they will return it within the time specified in the questionnaire.

3.6 Data Analysis

Statistical analysis of the survey instrument is carried out by Mathematics Statistical Calculated Program.

- 1. Descriptive Statistic is applied by percentage, arithmetic mean and standard deviation to explain general information of the White Ocean Strategy participation in SCG Thailand Business Organization. The analysis will present in table.
- 2. Inferential Statistic is carried out to test the relationship of independent variables and dependent variables in accordance with hypothesis development and using statistical analysis tool as below.
 - 2.1 Independent t-test-to compare the actual difference between two means for independent samples.
 - 2.2 One-way Anova- a one way analysis of variance.

3.7 Research Procedures

Selecting a research topic

- 1. Indentify and develop the topic
- 2. Find the background information and Management Interview
- 3. Specify research framework
- 4. Data collection processing and analysis
- 5. Writing a research questions, objective of research, scope of research, definition of research and contribution of the research after getting an overview information
- 6. Creating Questionnaire
- 7. The population of this study is selected by simple random sampling method with SCG employees of SCG working at SCG Bangkok and Khon-Kaen.
- 8. Sampling by simple random
- 9. Testing Instrument by obtained by administering the pre-test with 30 selected samples which have the same characters as the actual targeted group and using the pre-test result to improve questions in questionnaire before distributing.
- 10. Collecting the data by using self-administered questionnaire for a period of 3 months during August-October The method of collecting data is

- distributing questionnaire to specific sample group only and directly to SCG employees. After each respondent complete the questionnaire, they will return it within the time specified in the questionnaire.
- 11. Analysis and Conclusion by Descriptive Statistic is applied by percentage, arithmetic mean and standard deviation to explain general information of the stakeholders and Inferential Statistic is carried out to test the relationship of independent variables and dependent variables.



CHAPTER4

RESEARCH FINDINGS

This chapter described the finding of survey conducted in the study of The Perception of White Ocean Strategy in Practicing in SCG Employees, Thailand. The analysis focuses on evaluation of the demographic data and respondents practicing for "White Ocean Strategy in SCG into the organization Data were collected from completed 408 questionnaires of the target respondents. The analyses were divided into four main sections as follows:

Demographic of respondents

This section collected six questions to gather information about the respondent's gender, age, education, occupation, years of work in Company and monthly income data. The reason this information is imperative is that such characteristics may affect to the knowledge and perception for the study concept. This would help researcher to understand the relation of the results.

The researcher presented the exposed data in the form of table by arranging data into 4 parts as:

Part 1: Analysis of demographic data, General information of the respondents by gender, age, education, occupation, years of work in Company and monthly income data.

Part2: Analysis of the White Ocean Strategy knowledge and understanding 4P (People, Planet, Profit and Passion) of White Ocean Strategy in SCG Thailand

Part 3: Analysis of the White Ocean Strategy practicing in SCG Thailand.

Part 4: Analysis of data confirmation for hypothesis

Part 1

4.1 Analysis of demographic data, General information of the respondents by gender, age, education, occupation, years of work in Company and monthly income data

Analysis of demographic aspect of respondent separated out gender, age, education, occupation, years of work in Company and monthly income data by using percentage, frequency, mean, and standard deviation analysis method.

Table 4.1 Represent frequency and percentage of respondents classified by gender

	Gender	Frequency	Percent
Valid	Male	235	57.6
vanu	Female	173	42.4
	Total	408	100.0

Results of this table state that 57.6 percent of the respondents are male and 42.4 percent are female. Thus the majority of respondents are male.

Table 4.2 Represent frequency and percentage of respondents classified by age

	Age	Frequency	Percent	
	20-30 years	143	35.0	
Valid	31-40 years	105	25.7	
vanu	41-50 years	105	25.7	
	51-60 years	55	13.5	
	Total	408	100.0	

Results of this table state that mostly respondents are Age between 20-30 years for 35 percent and the last respondents are Age between 51-60 years for 13.5 percent.

Table 4.3Represent frequency and percentage of respondents classified by educationlevel

	Education	Frequency	Percent
	Primary School	25	6.1
	High School	108	26.5
Valid	Bachelor Degree	223	54.7
	Above Bachelor Degree	50	12.3
	Other Certification	2	.5
	Total	408	100.0

Results of this table state that mostly respondents are bachelor's degree for 54.7 percent, the second are high School for 26.5 percent, follows by above bachelor Degree for 12.3 percent, and 6.1 percent for primary school. And the last is only 0.5 percent for other certification.

Table4.4Represent frequency and percentage of respondents classified by position

Position		Frequency	Percent
	General staff	325	79.7
	Engineer level	52	12.7
Valid	Management level	24	5.9
	Temporally staff	3	.7
	Other level	4	1.0
	Total	408	100.0

Results of this table state that the respondents are mainly work as a general staff for 79.7 percent and the second is engineer for 12.7 percent. Follows by management level is 5.9 percent, other level 1 percent and 0.7 percent for the temporally staff.

Table 4.5Represent frequency and percentage of respondents classified by years of work in company

	Year of work	Frequency	Percent
	Below than 3 years	20	4.9
	0-3 years	68	16.7
Valid	4-6 years	61	15.0
	7-9 years	57	14.0
	9-11 years or above	202	49.5
	Total	408	100.0

Results of this table state that the respondents are mostly work in this company for 9-11 years as 49.5 percent, and 0-3 year for 16.7 percent, 4-6 year for 15.0 percent, 7-9 years for 14.0 percent then below than 3 years for 4.9 percent.

Table 4.6Represent frequency and percentage of respondents classified by monthly income

	Income	Frequency	Percent
	below than 50,000 B	313	76.7
	50,001-100,000 B	75	18.4
Valid	100,001-200,000 B	16	3.9
	Above 200,000 B	4	1.0
	Total	408	100.0

The result of table the most respondents are Monthly income below than 50,000 B. And the last respondents are Monthly income above 200,000 B.

Part2

4.2 Analysisof White Ocean Strategy knowledge and understanding in SCG Employees, Thailand.

The mean, standard deviation, and level of agreement are the analysis methods applied to represent the respondents' knowledge and understanding of White Ocean Strategy in SCG Thailand.

The table below shows the interpretation meaning of the agreement score, which will be applied in this section and next section.

Table 4.7Pre-Test Acknowledge and Understanding White Ocean Strategy (4P level)

Statistics	Mean	Std. Deviation
People		
WOS definition	3.04	1.33
WOS transparency	3.35	1.22
Imbalance in people, planet, profit	3.73	1.04
Social inequality	3.84	0.94
WOS ethical	3.49	1.15
WOS governance	3.45	1.18
Global Moral ethical	3.39	1.21
Planet		
Natural Imbalance	3.96	0.96
Profit		
High competitive	4.00	0.97
WOS product-price reasonably	3.44	1.17
WOS non-profit	3.32	1.19

Table 4.7Pre-Test Acknowledge and Understanding White Ocean Strategy 4 level (Cont.)

Statistics Mean	Std. I	Deviation	
Profit			
WOS unique market 3.38	1.23		
WOS make the world abundance	3.34		1.12
WOS establish ethical marketing	3.45	1.13	
Passion			
WOS inspiration	3.35		1.26
WOS make the world stay balance	3.42		1.18
WOS sustainability grow	3.50		1.18
WOS place the world harmony	3.50		1.21
WOS balance society and mind	3.46		1.22
WOS adapted to any business	3.51		1.18
Total	3.50		1.15

Notice: WOS (White Ocean Strategy)

According to the Table 4.7 of Pre-test, overall 408 respondents are result about pre-test acknowledge of WOS mean is 3.50 and standard deviation is 1.15, the minimum score from all respondent is WOS rules by mean equal to 3.04 and SD equal to 1.33 then the maximum score is High competitiveness by mean equal to 4.00 and SD equal to 0.97.

Table 4.8Pre-Test Acknowledge and Understanding (4P) White Ocean Strategy level

		Frequency	Percent	
	Low	69	16.9	
Valid	Medium	147	36.0	
	High	192	47.1	
	Total	408	100.0	

Results of this table state that the respondent could be categorized in 3 group of pre-test knowledge and understanding level as low (score 0-50 points), medium (score 51-75 points) and high (score 76-100 points). As result state most of respondent are categorized as high level about 192 respondents for 47.1 percent, medium level about 147 respondents for 36.0 percent and low level about 69 respondents for 16.9 percent.

Table 4.9Pre-Test Acknowledge and Understanding White Ocean Strategy in definition, policy

		Frequency	Percent
	Poor	72	17.6
	Fair	76	18.6
Valid	average	86	21.1
	Good	112	27.5
	excellent	62	15.2
	Total	408	100.0

According to the Table 4.9 of White Ocean Strategy rules, policy and conduct issues acknowledged, mean and standard deviation is 3.04 and 1.33 accordingly. The minimum score is poor and the highest is excellent, most of respondent are result in good about 112 respondents as 27.5 percent, follow by average about 86 respondents as 21.1 percent fair about 76 respondents as 18.6 percent, poor about 72 respondent as 17.6 percent then excellent about 62 respondents as 15.2 percent.

Table 4.10. Pre-Test Acknowledge White Ocean Strategy transparency in business organization

		Frequency	Percent	
	Poor	49	12.0	
	Fair	52	12.7	
Valid	Average	71	17.4	
	Good	179	43.9	
	Excellent	57	14.0	
	Total	408	100.0	

According to the Table 4.10 of Pre-Test Acknowledge and Understanding of White Ocean Strategy transparence transparency in business organization, mean and standard deviation is 3.35 and 1.22 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 179 respondents as 43.9 percent, follow by average about 71 respondents as 17.4 percent, excellent about 57 respondents as 14.0 percent, fair about 52 respondent as 12.7 percent then poor about 49 respondents as 12.0 percent

Table 4.11Pre-Test-Acknowledge, Imbalance in People, Planet, Profit and Passion.

		Frequency	Percent
	Poor	19	4.7
	Fair	29	7.1
Valid	average	88	21.6
	Good	179	43.9
	excellent	93	22.8
	Total	408	100.0

According to the Table 4.11 of Pre-Test Acknowledge imbalance in People, Planet, Profit and Passion, mean and standard deviation is 3.73 and 1.04 accordingly, The minimum score is poor and the highest is excellent, most of respondent are

result in good about 179 respondents as 43.9 percent, follow by excellent about 93 respondents as 22.8 percent, average about 88 respondents as 21.6 percent, fair about 29 respondent as 7.1 percent then poor about 19 respondents as 4.7 percent.

Table 4.12Pretest-Acknowledge, Social Inequality.

	Frequency		Percent
	Poor	15	3.7
	Fair	19	4.7
Valid	average	69	16.9
	good	218	53.4
	excellent	87	21.3
	Total	408	100.0

According to the Table 4.12 Pre-Test Acknowledge, social inequality, mean and standard deviation is 3.84 and 0.93 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 218 respondents as 53.4 percent, follow by excellent about 87 respondents as 21.3 percent, average about 69 respondents as 16.9 percent, fair about 19 respondent as 4.7 percent then poor about 15 respondents as 3.7 percent.

Table 4.13Pre-Test Acknowledge, White Ocean Strategy is relying on business ethical.

		Frequency	Percent
	Poor	38	9.3
	Fair	41	10.0
Valid	average	77	18.9
	Good	187	45.8
	excellent	65	15.9
	Total	408	100.0

According to the Table 4.13 Pre-Test Acknowledge, White Ocean Strategy is rely on business ethics, mean and standard deviation is 3.5 and 1.15 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 187 respondents as 45.8 percent, follow by average about 77 respondents as 18.9 percent, excellent about 65 respondents as 15.9 percent, fair about 41 respondent as 10 percent then poor about 38 respondents as 9.3 percent.

Table 4.14Pre-Test Acknowledge, White Ocean Strategy promote equity to all stakeholders

'		Frequency	Percent	
	Poor	40	9.8	
	Fair	43	10.5	
Valid	Average	87	21.3	
	Good	168	41.2	
	Excellent	70	17.2	
	Total	408	100.0	

According to the table 4.14 Pre-Test Acknowledge, White Ocean Strategy promote equity to all shareholder, mean and standard deviation is 3.45 and 1.18 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 168 respondents as 41.2 percent, follow by average about 87 respondents as 21.3 percent, excellent about 70 respondents as 17.2 percent, fair about 43 respondent as 10.5 percent then poor about 40 respondents as 9.8 percent.

 Table 4.15Pre-Test Acknowledge, White Ocean strategy Global Moral and Ethical

		Frequency	Percent	
	Poor	40	9.8	
	Fair	52	12.7	
Valid	Average	103	25.2	
	Good	134	32.8	
	Excellent	79	19.4	
	Total	408	100.0	

According to the table 4.15 Pre-Test Acknowledge, world of equity happiness wealthy and ethics, mean and standard deviation is 3.4 and 1.21 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 134 respondents as 32.8 percent, follow by average about 103 respondents as 25.2 percent, excellent about 79 respondents as 19.4 percent, fair about 52 respondent as 12.7 percent then poor about 40 respondents as 9.8 percent.

Table 4.16Pre-Test Acknowledge, Natural imbalance in today society

	Frequency	Percent
Poor	15	3.7
Fair	15	3.7
average	60	14.7
Good	198	48.5
excellent	120	29.4
Total	408	100.0
	Fair average Good excellent	Fair 15 average 60 Good 198 excellent 120

According to the Table 4.16 Pre-Test Acknowledge, Rack of natural resource consuming management., mean and standard deviation is 3.96 and 0.96 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 198 respondents as 48.5 percent, follow by excellent about 120 respondents as 29.4 percent, average about 60 respondents as 14.7 percent, fair about 15 respondent as 3.7 percent then poor about 15 respondents as 3.7 percent.

Table 4.17Pre-Test Acknowledge, world of business is high competitive at present

		Frequency	Percent
	Poor	17	4.2
	Fair	15	3.7
Valid	average	43	10.5
	good	209	51.2
	excellent	124	30.4
	Total	408	100.0

According to the Table 4.17 Pre-Test Acknowledge, world of business is high competitive at present, mean and standard deviation is 4.0 and 0.97 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 209 respondents as 51.2 percent, follow by excellent about 124 respondents as 30.4 percent, average about 43 respondents as 10.5 percent, poor about 17 respondent as 4.2 percent then fair about 15 respondents as 3.7 percent.

Table 4.18Pre-Test Acknowledge, White Ocean Strategy product-price reasonably

		Frequency	Percent
	Poor	40	9.8
	Fair	40	9.8
Valid	average	99	24.3
	Good	159	39.0
	excellent	70	17.2
	Total	408	100.0

According to the Table 4.18 Pre-Test Acknowledge, White Ocean Strategy product-price reasonably, mean and standard deviation is 3.44 and 1.17 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 159 respondents as 39.0 percent, follow by average about 99 respondents as 24.3 percent, excellent about 70 respondents as 17.2 percent, fair about 40 respondent as 9.8 percent then poor about 40 respondents as 9.8 percent.

Table 4.19Pre-Test Acknowledge, White Ocean Strategy is non-profit management

		Frequency	Percent
	Poor	44	10.8
	Fair	48	11.8
Valid	average	111	27.2
	Good	142	34.8
	excellent	63	15.4
	Total	408	100.0

According to the Table 4.19 Pre-Test Acknowledge, White Ocean Strategy is non-profit management, mean and standard deviation is 3.32 and 1.19

accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 142 respondents as 34.8 percent, follow by average about 111 respondents as 27.2 percent, excellent about 63 respondents as 15.4 percent, fair about 48 respondent as 11.8 percent then poor about 44 respondents as 10.8 percent.

Table 4.20Pre-Test Acknowledge, White Ocean Strategy is differentiate marketing and unique style

		Frequency	Percent
	Poor	42	10.3
	Fair	56	13.7
Valid	average	97	23.8
	Good	133	32.6
	excellent	80	19.6
	Total	408	100.0

According to the Table 4.20 Pre-Test Acknowledge, White Ocean Strategy is differentiate marketing and unique style, mean and standard deviation is 3.38 and 1.23 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 133 respondents as 32.6 percent, follow by average about 97 respondents as 23.8 percent, excellent about 80 respondents as 19.6 percent, fair about 56 respondent as 13.7 percent then poor about 42 respondents as 10.3 percent.

Table 4.21Pre-Test Acknowledge, White Ocean Strategy can win all enter the worldmarket.

		Frequency	Percent
	Poor	31	7.6
Val: 4	Fair	62	15.2
Valid	Good	154	37.7
	excellent	55	13.5
	Total	408	100.0

According to the Table 4.21 Pre-Test Acknowledge, White Ocean strategy makes the world abundance. There will be enough space for all enter the world market, mean and standard deviation is 3.34 and 1.12 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 154 respondents as 37.7 percent, follow by average about 106 respondents as 26.0 percent, fair about 62 respondents as 15.2 percent, excellent about 55 respondent as 13.5 percent then poor about 31 respondents as 7.6 percent.

Table 4.22Pretest-Acknowledge, White Ocean Strategy established ethical marketing as traditional within the organization to develop honesty, bravely, discipline and integrity.

		Frequency	Percent
	Poor	38	9.3
	Fair	41	10.0
Valid	average	83	20.3
	Good	192	47.1
	excellent	54	13.2
	Total	408	100.0

According to the Table 4.22 Pretest-Acknowledge, White Ocean Strategy established ethical marketing as traditional within the organization to develop honesty, bravely, discipline and integrity, mean and standard deviation is 3.45 and 1.3 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 192 respondents as 47.1 percent, follow by average about 83 respondents as 20.3 percent, excellent about 54 respondents as 13.2 percent, fair about 41 respondent as 10 percent then poor about 38 respondents as 9.3 percent.

Table 4.23Pre-Test Acknowledge WOS inspiration to work alongside Good Governance and Sufficiency Economy

		Frequency	Percent
	Poor	50	12.3
	Fair	51	12.5
Valid	average	90	22.1
	Good	139	34.1
	excellent	78	19.1
	Total	408	100.0

According to the Table 4.23 of Pretest-Acknowledge White Ocean Strategy inspiration by sustainable and good governance., mean and standard deviation is 3.35 and 1.26 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 139 respondents as 34.1 percent, follow by average about 90 respondents as 22.1 percent, excellent about 78 respondents as 19.1 percent, fair about 51 respondent as 12.5 percent then poor about 50 respondents as 12.3 percent.

Table 4.24Pre-Test Acknowledge, White Ocean Strategy balancing the people,

Planet and Profit by Passion drive

		Frequency	Percent	
	Poor	39	9.6	
	Fair	49	12.0	
Valid	Average	86	21.1	
	Good	168	41.2	
	Excellent	66	16.2	
	Total	408	100.0	

According to the Table 4.24 Pre-Test Acknowledge, White Ocean Strategy balancing the people, Planet and Profit by Passion drive, mean and standard deviation is 3.42 and 1.18 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 168 respondents as 41.2 percent, follow by average about 86 respondents as 21.1 percent, excellent about 66 respondents as 16.2 percent, fair about 49 respondent as 12 percent then poor about 39 respondents as 9.6 percent.

Table 4.25Pre-Test Acknowledge and Understanding of White Ocean Strategy in business sustainability.

		Frequency	Percent
	Poor	38	9.3
	Fair	41	10.0
Valid	Average	84	20.6
	Good	168	41.2
	Excellent	77	18.9
	Total	408	100.0

According to the Table 4.25 Pre-Test Acknowledge, White Ocean Strategy make business sustainability, mean and standard deviation is 3.5 and 1.18 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 168 respondents as 41.2 percent, follow by average about 84 respondents as 20.6 percent, excellent about 77 respondents as 18.9 percent, fair about 41 respondent as 10 percent then poor about 38 respondents as 9.3 percent.

Table 4.26Pre-Test Acknowledge, White Ocean Strategy impact the social harmonized

		Frequency	Percent	
	Poor	37	9.1	
	Fair	47	11.5	
Valid	Average	88	21.6	
	Good	148	36.3	
	Excellent	88	21.6	
	Total	408	100.0	

According to the table 4.26 Pre-Test Acknowledge, White Ocean Strategy impact the social harmonized, mean and standard deviation is 3.5 and 1.2 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 148 respondents as 36.3 percent, follow by excellent about 88 respondents as 21.6 percent, average about 88 respondents as 21.6 percent, fair about 47 respondent as 11.5 percent then poor about 37 respondents as 9.1 percent.

Table 4.27Pre-Test Acknowledge, White Ocean Strategy place the balance in society and mind.

		Frequency	Percent	
	Poor	39	9.6	
	Fair	45	11.0	
Valid	Average	105	25.7	
	Good	128	31.4	
	Excellent	91	22.3	
	Total	408	100.0	

According to the table 4.27 Pre-Test Acknowledge, White Ocean Strategy places the balance society and mind, mean and standard deviation is 3.46 and 1.22 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 128 respondents as 31.4 percent, follow by average about 105 respondents as 25.7 percent, excellent about 91 respondents as 22.3 percent, fair about 45 respondent as 11.0 percent then poor about 39 respondents as 9.6 percent.

Table 4.28Pre-Test Acknowledge, White Ocean Strategy can adapted to any type or size of business

		Frequency	Percent	
	Poor	34	8.3	
	Fair	47	11.5	
Valid	Average	88	21.6	
	Good	156	38.2	
	Excellent	83	20.3	
	Total	408	100.0	

According to the table 4.28 Pre-Test Acknowledge, White Ocean Strategy is adaptable to all business, mean and standard deviation is 3.5 and 1.18 accordingly, The minimum score is poor and the highest is excellent, most of respondent are result in good about 156 respondents as 38.2 percent, follow by average about 88 respondents as 21.6 percent, excellent about 83 respondents as 20.3 percent, fair about 47 respondent as 11.5 percent then poor about 34 respondents as 8.3 percent.

Part 3

4.3 Analysis of the White Ocean Strategy practicing in SCG Employees, Thailand.

The mean, standard deviation, and level of agreement are the analysis methods applied to represent the respondents' opinion on factors of the White Ocean Strategy practicing in SCG Employees, Thailand.

The table below shows the interpretation meaning of the mean value which will be applied in this section and next section.

Table 4.29Interpretation of Mean Value

Range	Meaning
1.00 – 1.80	Strongly Disagree
1.81 - 2.60	Disagree
2.61 - 3.40	Neutral
3.41 - 4.20	Agree
4.21 – 5.00	Strongly Agree

Source: Burns & Bush (2005).

Table 4.30 White Ocean Strategy Practicing in SCG Employees, Thailand.

7 practice of White Ocean Strategy	Mean Std.	Deviation	Meaning
Vision and Mission	3.67	0.84	Agree
Setting out a long- term goal	3.69	0.88	Agree
People, Planet, Profit & Passion	3.78	0.91	Agree
Protect natural resource	3.74	0.95	Agree
Integrity	3.82	0.94	Agree
Individual Social Responsibility	3.67	0.95	Agree
Lead new business trends	3.72	0.94	Agree
Total	3.73	0.92	Agree

According to the Table 4.30 of White Ocean Strategy Practicing level, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.73 and standard deviation equal to 0.92. With regard to each item of this item, overall respondents agreed toward all following items: The most average were Integrity the mean value for agree were equal 3.82 and standard deviation equal to 0.94. The last average were Vision and Individual Social Responsibility the mean value for agree were equal 3.67 and standard deviation equal to 0.84 and 0.95 respectively.

 Table 4.31White Ocean Strategy Practicing in Vision and Mission

Vision and Mission	Mean	Std. Deviation	Meaning
Vision & mission Act	3.70	1.03	Agree
Resource Management Skill Act	3.66	0.94	Agree
Personal Right Act	3.58	0.94	Agree
Management Policy Act	3.70	0.93	Agree
Organization Proud Act	3.85	0.99	Agree
White Ocean Differentiation Act	3.56	1.03	Agree
Total	3.67	0.98	Agree

According to the Table 4.31 White Ocean Strategy Practicing in Vision and Mission level, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.67 and standard deviation equal to 0.98. With regard to the most item and the last respondents agreed toward all following items: The most average were organization proud activities the mean value for agree were equal to 3.85 and standard deviation equal to 0.99. The last averages were White Ocean differentiation activities and become a model for other business to follow the mean value for agrees were equal to 3.56 and standard deviation equal to 1.03.

Table 4.32 White Ocean Strategy Practicing in Setting out long-term goal

Setting out long-term goal	Mean	Std. Deviation	Meaning
Ambitious Act	3.72	1.03	Agree
Be Patient Act	3.62	1.04	Agree
Non-Profit Act	3.39	1.09	Agree
Patient for Sustainability Act	3.64	1.00	Agree
High Performance Productivity Act	3.70	1.01	Agree
SCG leadership in ASEAN Act	3.93	1.02	Agree
People Value , Education sponsorship Act	3.84	1.03	Agree
Total	3.69	1.03	Agree

According to the Table 4.32 White Ocean Strategy Practicing in Setting out long-term goal level, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.69 and standard deviation equal to 1.03. With regard to the most item and the last item, overall respondents agreed toward all following items: the most average were SCG will become sustain leadership in ASEAN activities the mean value for agree were equal to 3.93 and standard deviation equal to 1.02. The last averages were the company is not concerned on profit equal to 3.39 and standard deviation equal to 1.09.

Table 4.33White Ocean Strategy Practicing in The balance between People, Planet, Profit and Passion

Balance of people, planet, profit and passion		Std.	Meaning
		Deviation	
Effectiveness of resource management Act	3.72	1.02	Agree
Environment of working area using effectiveness Act	3.67	1.03	Agree
Environment friendly Act	3.84	1.01	Agree
Environment action plan and society agreement Act	3.82	1.04	Agree
Sustainable water & power action plan Act	3.87	1.02	Agree
Pay back benefit to society	3.75	1.01	Agree
Business organization meet sustainable grow	3.90	1.02	Agree
Connected with morality	3.82	1.06	Agree
White Ocean Strategy operation practice	3.66	1.03	Agree
Total	3.78	1.03	Agree

According to the Table 4.33 Practicing level of White Ocean Strategy-Finding a balance between people, planet, profit and passion, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.78 and standard deviation equal to 1.03. With regard to each item of this item, overall respondents agreed toward all following items: The most average were Business organization meet sustainable grow the mean value were equal to 3.90 and standard deviation equal to 1.02. The last average were the company follow White Ocean Strategy as policy setting administration and operation practice the mean value were equal to 3.66 and standard deviation equal to 1.03.

Table 4.34White Ocean Strategy Practicing in People are equally & respect to natural resource

People are equally & respect to natural resource	Mean	Std.	Meaning	
	Deviation		Č	
Business organization has concern on morality Act	3.75	1.03	Agree	
WOS is fundamental of Corporate Governance of	3.75	1.03	Agree	
Business emphasis on society harmony and profit	3.68	1.04	Agree	
WOS is concern on society, economy, shareholder	3.77	1.04	Agree	
Total	3.74	1.03	Agree	

According to the Table 4.34 Practicing level of White Ocean Strategy practicing in People are equally & respect natural resource, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.74 and standard deviation equal to 1.03. With regard to each item of this item, overall respondents agreed toward all following items: the most average were White Ocean Strategy is concerned on society, economy, political and environmental the mean value equal to 3.77 and standard deviation equal to 1.04. The last average were Business emphasis on aspect society in harmony and profit return to society the mean value equal to 3.68 and standard deviation equal to 1.04.

Table 4.35White Ocean Strategy Practicing in Integrity

Integrity	Mean	Std. Deviation	Meaning
Policy of against "Corruption" in company Act	3.86	1.00	Agree
Employees Faith on their duties Act	3.86	1.04	Agree
Management level are good model for Moral	3.87	1.01	Agree
Allow all staff in sharing of situation and company		1.04	Agree
Organization has ethical marketing strategy		1.02	Agree
Organization develop morality and explore outside		1.05	Agree
WOS is focusing on its real identity and integrity		1.06	Agree
Total	3.82	1.03	Agree

According to the Table 4.35 Practicing level of White Ocean Strategy-Integrity, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.82 and standard deviation equal to 1.03. With regard to each item of this item, overall respondents agreed toward all following items: the most average were The Application of White Ocean Strategy in management level are good model for moral attitude to all staffs the mean value equal to 3.87 and standard deviation equal to 1.01. The last average were The company inform all staffs in sharing of company situation and company encounter the mean value equal to 3.70 and standard deviation equal to 1.04.

Table 4.36White Ocean Strategy Practicing in Individual Social Responsibility (ISR)

Individual Social Responsibility (ISR)	Mean	Std. Deviation	Meaning
Break through the old culture for innovation	3.62	1.07	Agree
Responsibility with mind full of voluntary spirit	3.65	1.05	Agree
Explore experience from inner	3.62	1.04	Agree
Concern for other society without anything return	3.60	1.05	Agree
Staffs are free for Creative Thinking Act		1.03	Agree
Staffs are not concerned on money; do by heart		1.04	Agree
Happy and delight while CSR Act	3.76	1.06	Agree
Total	3.67	1.05	Agree

According to the Table 4.36 Practicing level of White Ocean Strategy-Individual Social Responsibility (ISR), overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.67 and standard deviation equal to 1.05. With regard to each item of this item, overall respondents agreed toward all following items: the most average were Staff members are not concerned on money or any profit requirement the mean value equal to 3.77 and standard deviation equal to 1.04. The last average were Staff

members are responsibility and concern for other society without expecting anything in return and from a feeling of satisfaction the mean value equal to 3.60 and standard deviation equal to 1.05

Table 4.37White Ocean Strategy Practice in Lead new business trends activities.

Lead new business trends.	Mean	Std.	Meaning
Org is leader of New creative thinking Act	3.79	1.03	Agree
Org thinking out of box Act	3.76	1.06	Agree
White Ocean is support new creative thinking Act	3.69	1.01	Agree
White Ocean is support new edge innovation Act	3.65	1.01	Agree
WOS become model of other business to follow	3.73	1.05	Agree
Total	3.75	1.02	Agree

According to the Table 4.37 Practicing level of Lead new business trends, overall respondents agreed toward overall White Ocean Strategy Practicing level as the mean value was equal to 3.75 and standard deviation equal to 1.02. With regard to each item of this item, overall respondents agreed toward all following items: the most average were The company become a leader of new creative thinking the mean value equal to 3.79 and standard deviation equal to 1.03. The last average were White Ocean is support new innovation activities the mean value equal to 3.65 and standard deviation equal to 1.01.

Part 4

4.4 Analysis testing of the independent factor aspect that related to The Perception of White Ocean Strategy practicing in SCG Employees, Thailand.

T-Test and one-way ANOVA analysis was applied to analyze. The demographic and independent aspect that related to White Ocean Strategy practicing in SCG Employees from 408 respondents, the result of T-Test analysis shown in following tables:

Analysis Testing

Compare Mean analysis was applied to test in this research study in order to investigate the influencing of each given. The table below represents the result of Levene's test and T-test for Gender and then One-way ANOVA for the all independent factors toward The Perception of White Ocean Strategy practicing in SCG Employees, Thailand.

Table 4.38The Levene's test and T-test comparison analysis of The Perception of White Ocean Strategy practicing in SCG Employees by Gender

Group Statistics	Gender	N	Mean	SD.	Т	Sig.	Sig. (2-tailed)
Vision and Mission	Male	235	3.804	0.809	3.748	0.230	0.000
1411331011	Female	173	3.494	0.848	3.721		0.000
Setting out long-term goal	Male	235	3.793	0.872	2.728	0.513	0.007
iong term gour	Female	173	3.555	0.873	2.728		0.007
People, Planet, Profit &	Male	235	3.865	0.884	2.162	0.095	0.031
Passion	Female	173	3.669	0.933	2.145		0.033
People are equally	Male	235	3.803	0.938	1.652	0.109	0.099
&protect natural	Female	173	3.646	0.966	1.645		0.101

Table 4.38The Levene's test and T-test comparison analysis of The Perception of White Ocean Strategy practicing in SCG Employees by Gender (Cont.)

Group Statistics	Gender	N	Mean	SD.	Т	Sig.	Sig. (2-tailed)
Integrity	Male	235	3.894	0.941	1.905	0.778	0.057
	Female	173	3.715	0.928	1.909		0.057
Individual	Male	235	3.808	0.937	3.496	0.510	0.001
Social Responsibility	Female	173	3.479	0.942	3.493		0.001
Lead new	Male	235	3.834	0.942	2.782	0.601	0.006
business trends	Female	173	3.573	0.926	2.789		0.006
Total			3.710	0.910	2.636	0.405	

^{*}significant at or below 0.025 level

According to the table 4.38 the statistic result of Independent sample t-test at significance level 0.025 found that the White Ocean Strategy practicing of respondent's opinion (total) has not been significantly in the different gender (significant level 0.025) by equal to 0.41. And when consider sig (2-tailed) each topic the researcher found that "Setting out long-term goal", "Integrity", "Individual Social Responsibility", "Lead new business trends" by 0.007, 0.057, 0.001 and 0.006. Then "Vision and Mission", "People, Planet, Profit & Passion" and "People are equally and protect natural resource" have been significantly at significant level 0.025 by 0.00, 0.033 and 0.101 accordingly.

Table4.39ANOVA analysis of the White Ocean Strategy practicing by Age

Practicing WOS	F	Sig.	
Vision and Mission	4.96	0.002	
Setting out long-term goal	4.02	0.008	
People, Planet, Profit & Passion	3.33	0.020	
People are equally and protect	2.71	0.045	
Integrity	2.25	0.082	
Individual Social Responsibility	4.69	0.003	
Lead new business trends	6.31	0.000	
Total	4.04	0.023	

^{*}significant at or below 0.05 level

According the result comparison data of White Ocean Strategy Practicing divided by age. It means the difference of age has a significant difference on the level of White Ocean Strategy at 0.05 significant levels.

The result comparison data of Vision and Mission divided by age. It means the difference of age has a significant difference on the level of Vision and Mission at 0.05 significant levels.

The result comparison data of Setting Out Long-Term Goal divided by age. It means the difference of age has a significant difference on the level of Setting out Long-Term Goal at 0.05 significant levels.

The result comparison data of Finding a balance between People, Planet, Profit and Passion divided by age. It means the difference of age has a significant difference on the level of Finding a balance between People, Planet, Profit and Passion at 0.05 significant levels.

The result comparison data of People are equally and protect natural resource divided by age. It means the difference of age has a significant difference on the level of People are equally and protect natural resource at 0.05 significant levels

The result comparison data of Integrity divided by age. It means the difference of age has a significant difference on the level of Integrity at 0.05 significant levels. The result comparison data of Individual Social Responsibility divided by age. It means the difference of age has a significant difference on the level of Responsibility at 0.05 significant levels.

The result comparison data of Lead new business trends of White Ocean Strategy in business sector divided by age. It means the difference of age has a significant difference on the level of Lead new business trends of White Ocean Strategy in business sector at 0.05 significant levels.

Table 4.40 The Comparison average of The Perception of White Ocean Strategy Practicing of SCG Employees by Age (each group)

White Ocean Practicing	Age	Mean Difference
Vision and Mission	20-30 years	.3806(*)
Setting out Long term goal	20-30 years	33322(*)
ISR	20-30 years	.49011(*)
Lead new business trends	20-30 years	40715(*)
	41-50 years	53923(*)

According the result comparison data of The Perception of White Ocean Strategy Practicing of SCG Employees divided by age. It means the difference of age has a significant difference of the level of The Perception of White Ocean Strategy Practice in SCG Employees by Age. 20-30 years has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than 41-50 years. 41-50 years has more significant difference on the level of White Ocean Strategy Practicing in Setting out long term goal 10-20 years than 20-30 years. 20-30 years has more significant difference on the level of White Ocean Strategy Practicing in Individual Social Responsibility (ISR) than 41-50 years, and 51-60 years respectively. 41-50 years has more significant difference on the level of White Ocean Strategy Practicing in Lead new business trends than 20-30 years.

Table 4.41 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Education

		Sum of	10		
		Squares	df	Mean Square	F
	Between	10.169	3	3.390	4.958
Vision and Mission	Within	276.177	404	.684	
	Total	286.346	407		
Setting out long-term	Between	9.108	3	3.036	4.015
	Within	305.449	404	.756	
goal	Total	314.557	407		
People, Planet, Profit	Between	8.114	3	2.705	3.329
-	Within	328.200	404	.812	
& Passion	Total	336.313	407		
People are equally &	Between	7.277	3	2.426	2.711
Protect natural	Within	361.524	404	.895	
resource	Total	368.801	407		
\	Between	5.886	3	1.962	2.249
Integrity	Within	352.466	404	.872	
	Total	358.352	407		
T 1' ' 1 1 1 C ' 1	Between	12.415	3	4.138	4.689
Individual Social	Within	356.543	404	.883	
Responsibility	Total	368.958	407		
Lead new business	Between	1 < 207	2	5.400	6.212
trends	Groups	16.205	3	5.402	6.312
	Within				
	Groups	345.729	404	.856	
	Total	361.934	407		

According the result comparison data of White Ocean Strategy Practicing divided by education. It means the difference of education has a significant difference on the level of White Ocean Strategy at 0.05 significant levels.

The result comparison data of Vision and Mission divided by education. It means the difference of education has a significant difference on the level of Vision and Mission at 0.05 significant levels.

The result comparison data of Setting out Long-Term Goa divided by education. It means the difference of education has a significant difference on the level of Setting out Long-Term Goal at 0.05 significant levels.

The result comparison data of Finding a balance between People, Planet, Profit and Passion divided by education. It means the difference of education has a significant difference on the level of Finding a balance between People, Planet, Profit and Passion at 0.05 significant levels.

The result comparison data of People are equally & Protect natural resource divided by education. It means the difference of education has a significant difference on the level of People are equally & Protect natural resource a at 0.05 significant levels

The result comparison data of Individual Social Responsibility divided by education. It means the difference of education has a significant difference on the level of Responsibility at 0.05 significant levels.

The result comparison data of Lead new business trends of White Ocean Strategy in business sector divided by education. It means the difference of education has a significant difference on the level of Lead new business trends of White Ocean Strategy in business sector at 0.05 significant levels.

Table 4.42 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by education (each group)

White Ocean Practicing	Age	Mean Difference
Vision and Mission	Primary School	.73333(*)
	High School	.72136(*)
	Bachelor	.32252(*)
	Above Bachelor	.72136(*)
	Other Level	-
Setting Out long-term goal	Primary School	-
	High School	33644(*)
	Bachelor	-
	Above Bachelor	74296(*)
	Other Level	-
People , Planet ,Profit and Passion	Primary School	.77111(*)
	High School	54881(*)
	Bachelor	-
	Above Bachelor	54881(*)
	Other Level	-
Integrity	High School	53011(*)
	Above Bachelor	.53011(*)
Individual social responsibility	Primary School	97714(*)
(ISR)	High School	76418(*)
	Bachelor	44543(*)
	Above Bachelor	.44543(*)
	Other Level	-
Lead new business trends	Primary School	80800(*)
	High School	39992(*)
	Bachelor	-
	Above Bachelor	-
	Other Level	-

According to the result comparison data of The Application of White Ocean Strategy Practicing of SCG Employees divided by education. It means the difference of education has a significant difference of the level of the perception of White Ocean Strategy Practicing of SCG Employees at 0.05 significant levels. There are 6 couples showing in the following:

The comparison average of the Perception of White Ocean Strategy Practicing in SCG Employees by Education. Primary School has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than High School, Above Bachelor Degree, Bachelor Degree and Other Level Degree respectively. Primary School, Bachelor Degree and Other Level Degree have more significant difference on the level of White Ocean Strategy Practicing in The Perception in the next 10-20 years than High School and Above Bachelor Degree respectively. Primary School has more significant difference on the level of White Ocean Strategy Practicing in The balance between people, planet, profit and passion than Bachelor, Other Level, High School and Above Bachelor degree respectively. Above Bachelor has more significant difference on the level of White Ocean Strategy Practicing in Integrity than High School Degree. Above Bachelor Degree has more significant difference on the level of White Ocean Strategy Practicing in Individual Social Responsibility (ISR) than Other Level, Bachelor, High School and Primary School degree respectively. Bachelor, Above Bachelor and Other Level degree have more significant difference on the level of White Ocean Strategy Practicing in Lead new business trends than High School and Primary School Degree respectively.

Table 4.43 Comparison of White Ocean Strategy Practicing of SCG Employees divided by Position.

White Ocean Practicing	Position	Sum of	df	Mean	F
		Squares	aı	Square	Г
	Between Groups	31.627	4	7.907	12.509
Vision and Mission	Within Groups	254.719	403	.632	
	Total	286.346	407		
Satting Out I and town	Between Groups	31.064	4	7.766	11.040
Setting Out Long-term	Within Groups	283.493	403	.703	
goal	Total	314.557	407		
Decade Dispet Decade	Between Groups	23.297	4	5.824	7.499
People ,Planet ,Profit & Passion	Within Groups	313.016	403	.777	
& Passion	Total	336.313	407		
Da = 11 11 0	Between Groups	17.444	4	4.361	5.002
People are equally &	Within Groups	351.357	403	.872	
Protect natural resource	Total	368.801	407		
Integrity	Between Groups	30.396	4	7.599	9.338
	Within Groups	327.956	403	.814	
	Total	358.352	407		
T 1' '1 10 '1	Between Groups	41.395	4	10.349	12.732
Individual Social Responsibility	Within Groups	327.563	403	.813	
	Total	368.958	407		
Lead new business	Between Groups	26.807	4	6.702	8.059
trends	Within Groups	335.127	403	.832	
	Total	361.934	407		

Table 4.44 The result comparison data of White Ocean Strategy Practicing divided by Position.

		Sig.
	Between Groups	.000
Vision and Mission	Within Groups	
	Total	
	Between Groups	.000
Long Term Goal, Macro View	Within Groups	
	Total	
	Between Groups	.000
People,Planet,Profit & Passion	Within Groups	
	Total	
	Between Groups	.001
People are equally and protect natu	Within Groups	
resource	Total	
	Between Groups	.000
Integrity	Within Groups	
	Total	
	Between Groups	.000
Individual Social Responsibility	Within Groups	
	Total	
	Between Groups	.000
Lead new business trends	Within Groups	
	Total	.000

According the result comparison data of White Ocean Strategy Practicing divided by Position. It means the difference of Position has a significant difference on the level of White Ocean Strategy at 0.05 significant levels.

The result comparison data of Vision and Mission divided by Position. It means the difference of Position has a significant difference on the level of Vision and Mission at 0.05 significant levels.

The result comparison data of Setting Out Long-Term Goa divided by Position. It means the difference of Position has a significant difference on the level of Setting Out Long-Term Goal at 0.05 significant levels.

The result comparison data of Finding a balance between People, Planet, Profit and Passion divided by Position. It means the difference of Position has a significant difference on the level of Finding a balance between People, Planet, Profit and Passion at 0.05 significant levels.

The result comparison data of People are equally & Protect natural resource divided by Position. It means the difference of Position has a significant difference on the level of People are equally & Protect natural resource at 0.05 significant levels

The result comparison data of Integrity divided by Position. It means the difference of Position has a significant difference on the level of Integrity at 0.05 significant levels

The result comparison data of Individual Social Responsibility divided by Position. It means the difference of Position has a significant difference on the level of Responsibility at 0.05 significant levels.

The result comparison data of Lead new business trends of White Ocean Strategy in business sector divided by Position. It means the difference of Position has a significant difference on the level of Lead new business trends of White Ocean Strategy in business sector at 0.05 significant levels.

Table 4.45 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by Position (each group)

White Ocean Practicing	Education	Mean Difference
Individual social responsibility (ISR)	Primary School	97714(*)
	High School	76418(*)
	Bachelor	44543(*)
	Above Bachelor	.44543(*)
	Other Level	-
Vision and Mission	General Staffs	.80167(*)
	Engineering	80167(*)
	Management	.71635(*)
	Temporary Staffs	-
	Other	-
People , Planet, Profit and Passion	General Staffs	.66863(*)
	Engineering	68091(*)
	Management	.668091(*)
	Temporary Staffs	
	Other	
People are equally and Protect natural	General Staffs	.76022(*)
resources	Engineering	76022(*)
	Management	-
	Temporary Staffs	-
	Other	-
Integrity	General Staffs	
	Engineering	
	Management	
	Temporary Staffs	
	Other	

Table 4.45The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by Position (each group) (Cont.)

White Ocean Practicing	Education	Mean Difference
Individual Social Responsibility (ISR)	General Staffs	-
	Engineering	- 1.05082(*)
	Management	-
	Temporary Staffs	-
	Other	
Lead new business trends	General Staffs	.72369(*)
	Engineering	-
	Management	.78718(*)
	Temporary Staffs	-
	Other	-

According to the result comparison data of The Application of White Ocean Strategy Practicing of SCG Employees divided by position. It means the difference of position has a significant difference of the level of The Application of White Ocean Strategy Practicing of SCG Employees at 0.05 significant levels. There are showing in the following:

The comparison average the Perception of White Ocean Strategy Practicing in SCG Employees by Position. General Staffs has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than Management, Temporary Staffs, Other and Engineering respectively. General, Temporary and Other Staffs have more significant difference on the level of White Ocean Strategy Practicing in Setting out long term goal 10-20 years than Engineering and Management respectively. General and Management have more significant difference on the level of White Ocean Strategy Practicing in The balance between People, Planet, Profit and Passion than Temporary, Other Staffs, and Engineering respectively. General Staffs have more significant difference on the level of White Ocean Strategy Practicing in the Respect natural resource than Management, Temporary, Other Staffs and Engineering respectively. Management has more significant difference on the level of White Ocean Strategy Practicing in the Integrity

than General Staffs, Temporary, Other Staffs and Engineering respectively. General Staffs, Management, Temporary and Other Staffs have more significant on the level of White Ocean Strategy Practicing in the Individual Social Responsibility (ISR) than engineering. Management has more significant difference on the level of White Ocean Strategy Practicing in Lead new business trends than General Staffs, Engineering, Temporary and Other Staffs respectively.

Table 4.46 Comparison of White Ocean Strategy Practicing of SCG Employees divided by Year of Work.

		Sum of	Df	Mean	F
White Ocean Practicing	Year of Work	Squares		Square	
Vision and Mission	Between Groups	8.770	4	2.193	3.183
	Within Groups	277.575	403	.689	
	Total	286.346	407	4	
Setting out long-term	Between	6.440	4	1.610	2.106
goal	Groups				
	Within Groups	308.116	403	.765	
	Total	314.557	407		
People, Planet, Profit	Between	7.213	4	1.803	2.208
& Passion	Groups				
	Within Groups	329.100	403	.817	
	Total	336.313	407		
People are equally &	Between	5.830	4	1.458	1.618
Protect natural	Groups				
resource	Within Groups	362.970	403	.901	
	Total	368.801	407		
Integrity	Between Groups	6.206	4	1.551	1.775
	Within Groups	352.147	403	.874	
	Total	358.352	407		

Table 4.46 Comparison of White Ocean Strategy Practicing of SCG Employees divided by Year of Work. (Cont.)

White Ocean Practicing	Year of Work	Sum of Squares	Df	Mean Square	F
Individual Social	Between Groups	10.795	4	2.699	3.037
Responsibility	Within Groups	358.163	403	.889	
	Total	368.958	407		
Lead new business	Between Groups	12.564	4	3.141	3.623
trends	Within Groups	349.371	403	.867	
	Total	361.934	407		

 Table 4.47ANOVA Practicing year of work

		Sig.
Vision and Mission	Between Groups	.014
	Within Groups	
	Total	
Long Term Goal, Macro View	Between Groups	.079
	Within Groups	
	Total	
People, Planet, Profit & Passion	Between Groups	.067
	Within Groups	
	Total	
People are equally and Protect natural resource	Between Groups	.169
	Within Groups	
	Total	
Integrity	Between Groups	.133
	Within Groups	
	Total	

 Table 4.47ANOVA Practicing year of work (Cont.)

		Sig.
Individual Social Responsibility	Between Groups	.017
	Within Groups	
	Total	
Lead new business trends	Between Groups	.006
	Within Groups	
	Total	

Table 4.48 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by Year of Work (each group)

White Ocean Practicing	Education	Mean Difference
Vision and Mission	7-9 Years	51841(*)
	4-6 Years	.51841(*)
Setting out Long term goal	-	-
People , Planet, Profit and Passion	-	-
People are equally & Protect natural	-	-
Integrity	-	-
ISR	-	-
Lead new business trends	4-6 Years	54419(*)

The comparison average the Perception of White Ocean Strategy Practicing in SCG Employees by Year of Work. 4-6 years has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than 7-9 years. 4-6 years has the most significant difference on the level of White Ocean Strategy Practicing in the Lead new business trends

Table 4.49 Hypotheses Testing: Practicing WOS of SCG Employees, Thailand

Нурс	otheses Statement: Practicing WOS of SCG Employees,	Test Result
Thail	and	
H1	Ho1.1: Gender does not influence towards	Accepted Ho1.1
	WOSPracticing of SCG Employees, Thailand.	
	Ha1.1:Gender does influence towards WOS Practicing	
	of SCG Employees, Thailand	
	Ho1.2: Age does not influence towards WOS Practicing	Accepted Ha1.2
	of SCG Employees, Thailand	
	Ha1.2: Age does influence towards WOS Practicing of	
	SCG Employees, Thailand	
	Ho1.3: Education does not influence towards	Accepted Ha1.3
	Ha1.3 Education does influence towards	
	WOSPracticing of SCG Employees	
	Ho1.4: Position does not influence towards WOS	Accepted Ha1.4
	Practicing of SCG Employees	
	Ha1.4: Position does influence towards WOSPracticing	
	of SCG Employees	
	Ho1.5: Year of Work does not influence towards	Accepted Ha1.5
	WOSPracticing of SCG Employees	
	Ha1.5: Year of Work does influence towards WOS	
	Practicing of SCG Employees	
	Ho1.6: Income does not influence towards WOS	Accepted Ho1.6
	Practicing of SCG Employees	
	Ha1.6: Income does influence towards WOS Practicing	
	of SCG Employees	
H2	Ho2.: WOS People concept does not influence towards	Accepted Ha2
	WOS Practicing of SCG Employees	
	Ha2.: WOS People concept does influence towards	
	WOS Practicing of SCG Employees	

Table: 4.49 Hypotheses Testing: Practicing WOS of SCG Employees, Thailand (Cont.)

Hypotheses Statement: Practicing WOS of SCG Employees,	Test Result
Thailand	
Ha2 1, WOS Planet concept does not influence towards	Assented Us2 1
Ho2.1: WOS Planet concept does not influence towards	Accepted Ha2.1
WOS Practicing of SCG Employees	
Ha2.1: WOS Planet concept does influence towards	
WOS Practicing of SCG Employees	
Ho2.2: WOS Profit concept does not influence towards	Accepted Ha2.2
WOS Practicing of SCG Employees	
Ha2.2: WOS Profit concept does influence towards	
WOS Practicing of SCG Employees	
Ho2.3: WOS Passion concept does not influence towards	Accepted Ha2.3
WOS Practicing of SCG Employees	
Ha2.3: WOS Passion concept does influence towards	
WOS Practicing of SCG Employees	

The researcher has conducted a detailed analysis of three parts and found the result as described by the following:

Part 1 The Geographic aspect, influence The main responds has percent of the respondents are male (57.6 %), age between 31-35 and 41-50 years old (25.7%), education bachelors equivalent (54.7%), position general staffs (79.7%), years and between 9-11 years that has (49.5%), monthly income below than 50,000 Baht (76.7%) and the respondent are very participate in White Ocean Strategy activities for (100%)

Hypothesis Testing

H1 The difference of employees with personal information such as Gender, Age, Education, Year of Work, Guide License and Income have significant difference of the Factors influencing towards. White Ocean Strategy Practicing in SCG Employees, Thailand

Gender

It means that the null hypothesis (Ha1.1) was rejected. Therefore Gender is not significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Age

It means that the null hypothesis (Ho1.2) was rejected. Therefore Age is significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Education

It means that the null hypothesis (Ho1.3) was rejected. Therefore Education is significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Position

It means that the null hypothesis (Ho1.4) was rejected. Therefore Position is significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Year of Work

It means that the null hypothesis (Ho1.5) was rejected. Therefore Year of Work is significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Income

It means that the null hypothesis (Ha1.6) was rejected. Therefore Income is not significant the Factor influencing towards White Ocean Strategy Practicing in SCG Employees

Part 2The other factor aspect, influence, influence the main respondents has percent of the respondents are Pretest-Acknowledge and understanding of White Ocean Strategy as high level about 192 respondents for (47.1%), kind of Acknowledge and Understanding 4P concept-Planet (48.5%), People (43.9%, Passion (41.2%), and Profit (39%)

Hypothesis Testing

H2The difference of White ocean Strategy Concept (4P-People, Planet, Profit, and Passion) have significant influencing towards White Ocean Strategy Practicing of SCG Employees, Thailand.

People

It means that the null hypothesis (Ho2) was rejected. Therefore People concept is significant influencing toward White Ocean of Practicing of SCG Employees.

Planet

It means that the null hypothesis (Ho2.1) was rejected. Therefore Planet concept is significant influencing toward White Ocean of Practicing of SCG Employees.

Profit

Profit-Practicing: It means that the null hypothesis (Ho2.2) was rejected. Therefore Profit concept is significant influencing toward White Ocean of Practicing of SCG Employees.

Passion

Passion-Practicing: It means that the null hypothesis (Ho2.3) was rejected. Therefore Profit concept is significant influencing toward White Ocean of Practicing of SCG Employees.

Table 4.50-5.53 please see the Appendix B

Table 4.50Comparison of White Ocean Strategy Practicing of SCG Employees divided by People, Planet, Profit and Passion (4P)

People concept is significant influencing towards White Ocean Strategy of Practicing in SCG Employees. Planet concept is significant influencing towards White Ocean Strategy of Practice SCG Employees. Profit is significant influencing toward White Ocean Strategy of Practicing in SCG Employees. Profit is significant towards White Ocean Strategy of Practicing in SCG Employee. Passion is significant influencing towards White Ocean Strategy of Practicing in SCG Employees. The comparison of White Ocean Strategy Practicing in SCG Employees divided by People.

The comparison average the Perception of White Ocean Strategy Practicing in SCG Employees by People. Individual Social Responsibility (ISR) has more significant difference on the level of White Ocean Strategy Practicing in People than The balance between People, Planet, Profit and Passion. Integrity has more significant difference on the level of White Ocean Strategy Practicing in Planet than Setting out long term goal in the next 10-24 years. Lead new business trends has more significant difference on the level of White Ocean Strategy Practicing in Profit than Setting out long term goal in next 10-20 years. Individual Social Responsibility (ISR) has more significant difference on the level of White Ocean Strategy Practicing in Passion than The balance between People, Planet, Profit and Passion.

CHAPTER 5

CONCLUSIONS, LIMITATIONS, DISSCUSSIONS AND RECOMMENDATIONS

5.1 Conclusion

The purposes of this research aimed to study The Perception of White Ocean Strategy in SCG Employees, Thailand. The sample consisted of 408 samples in SCG. The 204 sample in SCG Head Office in Bang-Sue Bangkok and the other 204 sample in SCG Phoenix Plup and Paper PLC (SCG Paper) in Khon-Kan, Thailand.

The tool used in this study included the questionnaire Geographic, Gender, Age, Education, Position, Year of Work and Income (2) Pre Test Knowledge and Understanding 4P (People, Planet, Profit by empowering by Passion) in SCG Ltd., Co Thailand. (3) Collection tool which was consisted of the factor influencing towards White Ocean Strategy practice of SCG Employees, Thailand.

The data that was analyzed was collected from questionnaires and analyzed by using SPSS statistical analysis software. This data and analysis results are described in this document in terms of percentage, maximum and minimum values, means and standard deviations. Inferential statistics were used to evaluate relationship between two independent variables with a statistical significance of 0.05 (Chi-squared). Hypotheses comparing independent and dependent variables were T-Test, One Way ANOVA and Schaffer's multiple contrast method.

For this research, questionnaires were used for collecting data of sampling which consist of 3 parts. The structure in 3 parts as shown

- Part 1: Geographic, gender, age, education, position, year of work, and income.
- Part 2: Other Factors e.g. Pretest Knowledge and Understanding 4P (People, Planet, Profit and Passion)
- Part3: The Factors influencing towards White Ocean Strategy participation in SCG Ltd., Co Thailand.
 - Question related to Vision and Mission -6 questions

- Question related to Setting Out long term- goal 10-20 years 7 questions
- Question related to The balance between People / Planet/ Profit and Passion -9 questions
- Question related to Respect natural resource 4 questions
- Question related to Integrity -7 questions
- Question related to Individual Social Responsibility (ISR) -7 questions
- Question related to Lead new business trends -5 questions.

The Outcomes

Analyses of geographic data, the Geographic aspect, influencing the main are respondents 57.6 % percent male. The geographic aspect, influencing the main respond has percent of the respondents are male (57.6%), age between 31-35 and 41-50 years old (25.7%), education bachelors degree equivalent (54.7%), position general staffs (79.7%), year of work between 9-11 years that has (49.5%), monthly income below than 50,000 baht (76.7%) and the respondent who participated in White Ocean Strategy activities are (100%). Pre-Test acknowledge and understanding 4P (People, Planet, Profit and Passion), as high level about 192 respondents for (47.1%) kind of acknowledge and understanding 4P concept Planet (48.5%), People (43.9%), Passion (41.2%), and Profit (39.9%). White Ocean Strategy Practice level as the mean value was equal to 3.73 and standard deviation equal to 0.92. With regard to each item, overall respondents agree that most are integrity which the mean value was equal to 3.82 and the last White Ocean Strategy Practice in Vision and Mission the mean value was equal to 3.67.

Hypothesis Outcomes

The final set of outcomes of interest in this discussion is the hypothesis testing outcome.

Hypothesis 1 The difference of Employees with personal information such as Age, Gender, Education Level, Year of work, Guide License and Income have significant

differences in the Factor influencing the practicing White Ocean Strategy in SCG Employees, Thailand.

Age, Education, Position, Year of Work have influence towards White Ocean Strategy Practicing in SCG Employees.

Gender and Income did not influence White Ocean Strategy Practicing in SCG Employees. All The results are less than 0.05 significant finding.

The Comparison average of The Perception of White Ocean Strategy Practicing of SCG Employees results as the below.

- 1.1 The comparison average of the Perception of White Ocean Strategy Practice in SCG Employees by Age. 20-30 years has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than 41-50 years. 41-50 years has more significant difference on the level of White Ocean Strategy Practicing in Setting out long term goal 10-20 years than 20-30 years. 20-30 years has more significant difference on the level of White Ocean Strategy Practicing in Individual Social Responsibility (ISR) than 41-50 years, and 51-60 years respectively. 41-50 years has more significant difference on the level of White Ocean Strategy Practicing in Lead new business trends than 20-30 years.
- 1.2 The comparison average of the Perception of White Ocean Strategy Practicing in SCG Employees by Education. Primary School has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than High School, Above Bachelor Degree, Bachelor Degree and Other Level Degree respectively. Primary School, Bachelor Degree and Other Level Degree have more significant difference on the level of White Ocean Strategy Practicing in The Perception in the next 10-20 years than High School and Above Bachelor Degree respectively. Primary School has more significant difference on the level of White Ocean Strategy Practicing in The balance between people, planet, profit and passion than Bachelor, Other Level, High School and Above Bachelor degree respectively. Above Bachelor has more significant difference on the level of White Ocean Strategy Practicing in Integrity than High School Degree. Above Bachelor Degree has more significant difference on the level of White Ocean Strategy Practicing in Individual Social Responsibility (ISR) than Other Level, Bachelor, High School and Primary School degree respectively. Bachelor, Above Bachelor and Other Level degree have

more significant difference in the level of White Ocean Strategy Practicing in Lead new business trends than High School and Primary School Degree respectively.

- The average of the Perception of White Ocean Strategy Practicing in 1.3 SCG Employees by Position. General Staffs have more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than Management, Temporary Staffs, Other Staffs and Engineering respectively. General, Temporary and Other Staffs have more significant difference on the level of White Ocean Strategy Practicing in Setting out long term goal 10-20 years than Engineering and Management respectively. General and Management have more significant difference on the level of White Ocean Strategy Practicing in The balance between People, Planet, Profit and Passion than Temporary, Other Staffs, and Engineering respectively. General Staffs have more significant difference on the level of White Ocean Strategy Practicing in the Respect of natural resources than Management, Temporary, Other Staffs and Engineering respectively. Management has more significant difference on the level of White Ocean Strategy Practicing in the Integrity than General Staffs, Temporary, Other Staffs and Engineering respectively. General Staffs, Management, Temporary and Other Staffs have more significant on the level of White Ocean Strategy Practicing in the Individual Social Responsibility (ISR) than engineering. Management has more significant difference on the level of White Ocean Strategy Practicing in Lead new business trends than General Staffs, Engineering, Temporary and Other Staffs respectively.
- 1.4 The comparison average of the Perception of White Ocean Strategy Practicing in SCG Employees by Year of Work. 4-6 years has more significant difference on the level of White Ocean Strategy Practicing in Vision and Mission than 7-9 years. 4-6 years has the most significant difference on the level of White Ocean Strategy Practicing in the Lead new business trends

Hypothesis 2 The differences of White Ocean Concept (4P-People, Planet, Profit and Passion) have significant difference of the Factor influencing towards White Ocean Strategy of Practicing in SCG Employees, Thailand.

People concept is significant influencing towards White Ocean Strategy of Practicing in SCG Employees. Planet concept is significant influencing towards White Ocean Strategy of Practice SCG Employees. Profit is significant influencing toward White Ocean Strategy of Practicing in SCG Employees. Profit is significant towards White Ocean Strategy of Practicing in SCG Employee. Passion is significant influencing towards White Ocean Strategy of Practicing in SCG Employees. The comparison of White Ocean Strategy Practicing in SCG Employees divided by People.

The comparison average of the Perception of White Ocean Strategy Practicing in SCG Employees by People. Individual Social Responsibility (ISR) has more significant difference on the level of White Ocean Strategy Practicing in People than The balance between People, Planet, Profit and Passion. Integrity has more significant difference on the level of White Ocean Strategy Practicing in Planet than Setting out long term goal in the next 10-24 years. Lead new business trends has more significant difference on the level of White Ocean Strategy Practicing in Profit than Setting out long term goal in next 10-20 years. Individual Social Responsibility (ISR) has more significant difference on the level of White Ocean Strategy Practicing in Passion than The balance between People, Planet, Profit and Passion.

5.2 Limitations

There are many limitations for this study as mentioned below.

First, this research study focus on The Application of White Ocean Strategy in SCG Employees, Thailand. White Ocean Strategy is not new in the world. It has long been established but without much publicity and not many people are aware of it. Therefore the researcher had a difficult time in finding the references to support the thesis.

Secondly, the respondents are only influencing SCG Employees 204 sample in SCG Head Office in Bang Sue Bangkok, Thailand and the other 204 sample in SCG Phoenix Khon-Kaen, Thailand.

Thirdly, this research study is conducted in a specific and limited time period. Thus, it's finding influencing towards practicing of White Ocean Strategy in SCG employees, Thailand.

Lastly, the total population in SCG Organization Thailand is 25,000 people but only 408 people were selected as a sample size to present the whole population influencing towards practicing of White Ocean Strategy in SCG employees, Thailand

5.3 Discussion

According to the result comparison data of The Factors influencing towards White Ocean Strategy in SCG Employees divided the White Ocean Strategy 4P Concept People, Planet, Profit and Passion factors have influencing towards White Ocean Strategy Practicing in SCG Employees, Thailand.

The result has conducted a detail analysis of White Ocean Strategy concept data and found the result that match with the concept of CSR Participation of Berkhout (2005) described that he points out that CSR provides the starting point that business needs to begin moving toward sustainability. For CSR to achieve it potential, companies must push to seek something other than the lowest short-term cost for the highest short-term gain. The author identifies the following challenges facing a company that wants to operate under the principles of CSR:

- 1. How to balance its social and environmental responsibilities with its clearly defined economic responsibility to earn a profit.
- 2. How evolving norms and rules determine what constitutes acceptable corporate behavior.
- 3. How CSR's glass ceiling is merely a reflection of society's expectations.
- 4. How corporate are beginning to see a strategic value in CSR beyond improved public relations or the short-term bottom line.

From the result above The Perception of White Ocean Strategy described that there are many organization and government sectors turning their marketing towards CSR (Corporate Social Responsibility). When business organization used CSR as a tool for marketing, most of the CSR activities are not on the path of sustainability. Expecting, CSR activities impacted in employee's spiritual minds for the good society is not good for the image of the business organization. Therefore when organization have concerned on CSR, the staff members will become professionals with their

minds full of voluntary spirit who are concerned for others and society without expecting anything in return. Consequently, those qualities will impact in sustainable social responsibility and drive the power to business organization. CSR reflect the outcomes of strategic, moral, decision-making process that is a sort of building positive changes to society.

The result has conducted a detail analysis of White Ocean Strategy concept data and found the result that match with the concept of Good Governance Participation of The Majesty King Bhumibol Aduyadej (1995) described that Thailand advised to keep three principles in mind as our guideline for planning Nation Development. (1) We don't need to follow either current trend on the world movement (2) Do things reasonably (3) We cannot anticipate what is going to happen tomorrow. The fundamental important is the qualities of being person who has ethics, morality and integrity in good governance.

From the result above the Perception of White Ocean Strategy described those business organizations especially most CEO do not care for the business ethics. As recently as two years ago, there were big firms such as Enron and WorldCom were effected all businesses world. Enron Corporation, an American energy company base in Houston, Texas. WorldCom was the United States second largest long distance telephone company (after AT&T). The Enron's CEO (Jeffrey Skilling) was lack of moral, he had over reported earning and understated expenses. There were many investors buying Enron stock because of high figures. In addition to being the largest bankruptcy reorganization in American history at that time, Enron was attributed as the biggest audit failure. This case has caused global effects. More than half of the company's workers lost their jobs as well as their pension savings. Consequently, ethical marketing strategy is very important for organizations to practice discipline and develop honesty, morality, integrity. All of those powers will spread outside world. White Ocean Strategy can change the whole business organization to make better society.

The result has conducted a detail analysis of White Ocean Strategy concept data and found the result that match with the concept of Passion Participation of Sara Blakely (2000) described that Spanx, Inc. is an American hosiery company that is

based in Atlanta Georgia, United Stated (U.S.). The company mainly manufactures pantyhose and other undergarments for women. She researched and developed a hosiery concept predominantly on her own. The creation of the initial product prototype was completed over the course of a year. She had done product prototype by her passion. In Blakely's June 2014 Forbes profile, the publication claims that the company generates over \$250 million in annual revenues and net profit margins estimated at 20%.

From the result above the Perception of White Ocean Strategy described that White Ocean organizations have to take the power of passion, which is inner power inspiration to achieve and overcome its obstacles. Passion supports visual thinking, concept map, idea map, motivational and inspiration about planning. It is decided how you will go to achieve and chose the right path.

5.4 Recommendation

The Perception of White Ocean Strategy is good recommend and can be a guideline for business operation such as SCG Company, Government, Agency, Public, Marketing and other business organization. It can easily be applied to make business balanced and reach sustainable growth. Business and dharma can live together. Business Strategy can make the society move forward and have economic growth. This world cannot live without businesses. Long time ago people usually did some business by exchanging things to each other. They didn't need strategy in business; they require only basic needs. Nowadays businesses are highly competitive. Most of CEO does not care for business ethics. SCG (2008) described that SCG conduct business with the philosophy that the company should demonstrate a sense of responsibility towards the best interests of its stakeholders, and the company should, at the same time, be aware of all environmental considerations and of the well-being of society and the nation as a whole. Consequently, the researcher believes that White Ocean Strategy can apply to any business organization to meet sustainable growth and the world will meet the impact change for the better.

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APPENDIX A
SURVEY QUESTIONNAIRE

Questionnaire

The Perception of White Ocean Strategy in SCG Employees, Thailand

The outcome of this survey will benefit to the data analysis of these researches follows:

- 1. To understand Factors Influencing towards White Ocean Strategy Practice in SCG Employees
- 2. To apply the result of the study, evaluation, attitude and interest of employee for further improvement and encourage employees to practice with ultimately for high effective.
- 3. This study will benefit and find solutions to motivate more employees and expand the target group to interested White Ocean Strategy Practice which eventually benefit to society, environment, and find the balance between business and dhama.

This questionnaire is divided into 3 parts as follows:

- 1. Geographic e.g. sex, age, education, position, year of work, income
- 2. Other Factors e.g. Pretest Knowledge and Understanding 4P (People, Planet, Profit and Passion).
- 3. The Factors influencing towards White Ocean Strategy practicing in SCG Ltd., Co Thailand.

Strictly, your responses will be kept confidential for this study purpose only without references to any particular respondent.

The average person will take no more than 25 minutes to answer

Thank you for your cooperation

Katanchalee Sitihiprom

Please indicate \boldsymbol{X} in the box the most appropriate and true responses for you or write in the space

Part I: Demographic Factors

Gende	er		
	Male		Female
Age			
	20-30 years		31-40 years
	41-50 years		51-60 years
Educa	ation Level	4	
	Matthayom (Lower Secondary School)		High School
	Bachelors		Higher Bachelors
	Ext.		
Positio	on		
	General Employees		Engineering
	General Manage		Temporary employee
	Ext.		
Year o	of work		
	Less than three years		3years
	4-6 years		7-9 years
	9-11 years or more		
Month	lly Income		
	Below or equally 50,000 Bath		50,001 – 100,000 Bath
	100,001 – 200,000 Bath		200,000 Bath

Part II Pretest Acknowledge White Ocean Strategy 4P (People, Planet, Profit and Passion) in SCG Employees, Thailand.

No	Knowledge and Awareness White Ocean Strategy (4P) People, Planet, Profit, Passion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1	People 1. White Ocean Strategy definition					
	2. WOS concern with transparency in business organization					
	3. Imbalance in People, Planet, Profit and Passion in today society					
	4. Social Inequality		4			
	5. WOS concern on business ethical					
	6. Global Moral and ethical	\mathcal{A}				
2	Planet Natural Imbalance in today society					
3	Profit 1.Today Business world has high competitive					
	2. WOS non-profit					
	3. WOS products price is reasonable price					
	4. WOS is unique market and will become a model for other business to follow					
	5. WOS make world balance; there will be enough space for all enter the world market					
	6. WOS establish ethical marketing as traditional within the organization to develop honesty, bravely, discipline, respectability, morality and integrity					
	7. White Ocean organizations do not see themselves as the center and profit for shareholder is not their primary concern					

No	Knowledge and Awareness White Ocean Strategy (4P) People, Planet, Profit, Passion	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
		5	4	3	2	1	
	Passion						
4	1. WOS inspiration to work alongside Good						
	Governance and Sufficiency Economy						
	2. WOS make the world stay in balance						
	between People, Planet, Profit and empowering						
	by passion WOS make business sustainability						
	3. WOS make the world in harmony						
	4. WOS places the balance in society and mind						
	5. WOS make business sustainability						
	6. WOS can adapt to any type or size of						
	business.						
Comments and Suggestions							

Comments and Suggestion:	

Part III White Ocean Strategy (WOS) practicing in SCG Employees, Thailand.

		Practice					
No.	The Perception of White Ocean Strategy in business organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	
		5	4	3	2	1	
1.	Vision and Mission:						
	1. Vision & Mission Act						
	2. A company has to apply resource management						
	skill for benefit of society		/				
	3. Personal Right Act-organization management,						
	ranging from policy setting and operational		4				
	practices						
	4. Management Policy Right Act						
	5. Organization Proud Act						
	6. White Ocean differentiation Act and become a						
	model for other business to follow						
2.	Setting out a long-term goal						
	1. Ambitious Act						
	2. Be patient –looking forward to the prospects in						
	the next 10-20 years						
	3. The company is not concerned on profit.						
	4. Be patient for Sustainability Growth in the						
	future						
	5. High Performance Productivity Act						
	6. SCG will become sustain leadership in ASEAN Act						
	7. Considering on strong teamwork and support on Education sponsorship Act						

	The Perception of White Ocean Strategy in business organization		Practice								
No		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree					
		5	4	3	2	1					
3.	Finding a balance between People, Planet, Profit and Passion										
	1. The company has high effectiveness of resource management Act										
	2. Environment of working area using effectiveness Act										
	3. The organization will concern overall picture of the environment and natural resources which belong to everybody.										
	4. Supporting recycle, green carbon, environment plan and society as highest priority to society and communities before its own benefits.										
	5. The company concern on Sustainable water & power plan action										
	6. The company do not see themselves as the center and profit for shareholder, but concern on pay back benefit to society.										
	7. Business organization meet sustainable growth										
	8. The company can connected with morality 9. The company follows White Ocean Strategy as policy setting, administration and operation practices.										
4.	Respect natural resources										
	1. Business organizations are more concerned on green products.										
	2. Everyone can win in the market enter.										
	3. Business concern on society living in harmony and profit return to society.										
	4. White Ocean Strategy is concerned on society, economy, political and environmental										

			Practice						
No ·	The Application of White Ocean Strategy in business organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree			
		5	4	3	2	1			
5.	Integrity								
	1. The company is setting policy of against "Corruption"								
	2. Employees can connected with morality and have faith on their duties								
	3. Management level are good model for Moral attitude to all staffs.								
	4. The company informs all staffs in sharing of								
	company situation and company encounter.								
	5. Business Organization has ethical marketing strategy								
	6. Business Organization develops morality and integrity exploring to outside world.								
	7. White Ocean Strategy is maintained focusing on its								
	real identity and integrity and pay back benefit to society and community.								
6.	Individual social responsibility (ISR)								
	1. SCG employees are creative thinking for new power								
	by break through the old company culture traditional								
	for innovation.								
	2. Staff members of a White Ocean organization fully recognize their social responsibility with their minds								
	full of voluntary spirit.								

		Practice						
No	The Perception of White Ocean Strategy in business organization	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree		
		5	4	3	2	1		
	4. Staff members are responsibility and concern for other society without expecting anything in return and from a feeling of satisfaction.							
	5. Staff members can share creative thinking action.							
	6. Staff members are not concern on money or any profit requirement							
	7. Staff members are feeling great to be small part for building positive change to society.							
7.	Lead new business trends.							
	1. The company becomes a leader of new creative thinking.							
	2.Organization is thinking out of box							
	3. The company allow wider business picture and view things beyond the traditional extent, present new and creative new ideas.							
	4. The organization becomes a thought leader, who has lead new business trends and structure changes.							
	5. The company will become a model for other business to follow and adapt themselves to all shareholder, social, economic, political and environment.							

แบบสอบถาม

เรื่อง การใช้หลัก White Ocean Strategy (กลยุทธ์น่านน้ำสีขาว)

ของบุคลากรใน บริษัท SCG ประเทศไทย

คำชี้แจง: กรุณาตอบแบบสอบถามโดยทำเครื่องหมาย / ในช่องของหัวข้อที่ตรงกับตัวคุณมากที่สุด ส่วนที่ 1 ปัจจัยด้านข้อมูลส่วนบุคคล

1.1	เพศ
	1) ชาย
	🗌 2) หญิง
1.2	อายุ
	1) 20-30 ปี
	2) 31-40 ¹ 기
	3) 41-50 ปี
	4) 51-60
1.3	ระดับการศึกษา
	🔲 1) มัธยมต้น
	2) มัธยมปลาย / ปวช / ปวส
	3) ปริญญาตรี
	4) สูงกว่าปริญญาตรี
	🔲 5) อื่นๆๆ (โปรคระบุ)
1.4	ปัจจุบันมีตำแหน่งใด
	🔲 1) พนักงานทั่วไป
	🗌 2) วิศวกร
	3) ระดับบริหาร

4) ลูกจ้างชั่วคราว
🔲 5) อื่นๆ (โปรคระบุ)
1.5 อายุงาน
🔲 1) ต่ำกว่าหรือเทียบเท่า 3 ปี
2) 0-3 ปี
<u></u> 3) 4-6 킨
4) 7-9 ปี
่ 5) 9-11 ปี ขึ้นไป
1.6 รายใด้ต่อเดือน
🔲 1) น้อยกว่าหรือเทียบเท่า 50,000 บาท
2) 50,001 - 100,000 บาท
3) 100,001 – 200,000 บาท
4) 200,000 บาทขึ้นไป

ช่วนที่ 2 แบบสอบถามเพื่อวัดความรู้ความเข้าใจ การใช้ หลัก กลยุทธ์น่านน้ำสีขาว ของบุคลากรภายใน องค์กรใน บริษัท SCG ประเทศไทย

คำชี้แจง: วัดความรู้ความเข้าใจ การใช้หลักกลยุทธ์ น่านน้ำสีขาว ว่าอยู่ในระดับ 5 ระดับได้แก่

5= ความรู้ความเข้าใจ อยู่ในระดับมากที่สุด 2 = ความรู้ความเข้าใจ อยู่ในระดับน้อย

4 =ความรู้ความเข้าใจ อยู่ในระดับดีมาก 1 = ความรู้ความเข้าใจ อยู่ในระดับน้อยที่สุด

3= ความรู้ความเข้าใจ อยู่ในระดับปานกลาง

			ความ	รู้ความ	แข้าใจ	
ข้อ ที่	ความรู้ ความเข้าใจการใช้หลักกลยุทธ์น่านน้ำสีขาว	มากที่สุด	มาก	ปานกลาง	น้อย	น้อยที่สูด
		5	4	3	2	1
1	ความรู้ด้าน กฎ ระเบียบ ข้อบังคับ กลยุทธ์น่านน้ำสีขาว (White	4				
	Ocean Strategy)					
2	กลยุทธ์น่านน้ำสีขาว (WOS) เป็นกลยุทธ์ที่ได้รับแรงบันดาลใจ					
	จาก ธรรมาภิบาล และ เศรษฐกิจพอเพียง					
3	กลยุทธ์น่านน้ำสีขาว (WOS) เป็นกลยุทธ์ที่ตอกย้ำ ความโปร่งใส					
	ในการบริหารธุรกิจ					
4	โลกเรา ณ ปัจจุบัน ประสบปัญหา การขาคความสมคุล ค้าน					
	People, Planet, Profit, Passion. (คน, สิ่งแวคล้อม , ผลกำไร,					
	แรงบันคาลใจ)					
5	มนุษย์มีความเหลื่อมถ้ำในสังคม					
6	โลกเรา ณ ปัจจุบัน ขาคความสมคุลในการใช้ทรัพยากรธรรมชาติ					
7	ธุรกิจ ณ ปัจจุบัน มีการแข่งขันที่สูง					
8	กลยุทธ์น่านน้ำสีขาว (WOS) เป็นกลยุทธ์ ที่สร้างความสมคุล					
	ระหว่างคุณค่าในตัวสินค้า และต้นทุน – สินค้ามีความโดดเด่น					
	และสมเหตุสมผลกับราคา					
9	กลยุทช์น่านน้ำสีขาว (WOS) ไม่มุ่งเน้นผลกำไรเป็นที่ตั้ง					

		ความรู้ความเข้าใจ			แข้าใจ	
ข้อ ที่	ວລາຍຮູ້ ວລາຍ ທີ່ນີ້ໂລລາຮູ້ໃຊ້ຄວິດລອຍທູ້ຮູ້ນາ ທໍາສີພາລ		มาก	ปานกลาง	น้อย	น้อยที่สุด
	, y	5	4	3	2	1
10	กลยุทธ์น่านน้ำสีขาว (WOS) เป็นการฉีกแนวการตลาด					
11	คู่แข่งในด้านการตลาดทุกฝ่ายได้ประ โยชน์และเป็นผู้ชนะใน					
	ส่วนแบ่งการตลาดเท่ากัน					
12	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) คำนึง ศีลธรรม –					
	คุณธรรม -จริยธรรม					
13	องค์กรสามารถก้าวข้ามผ่าน ปัญหา และอุปสรรค ไปได้ โคยใช้					
	หลักการบริหาร ธุรกิจน่านน้ำสี่ขาว (WOS) โคยเน้น คุณธรรม					
	จริยธรรม คืนผลกำไรสู่สังคม					
14	กลยุทธ์น่านน้ำสีขาว(WOS) สร้างจุคสมคุล แก่ People, Planet,					
	Profit โดยมี Passion เป็นแรงบันคาลใจในอุคมการณ์ขององค์กร					
	เป็นแรงขับเคลื่อน					
15	กล ยุทธ์น่านน้ำสีขา ว (WOS) สร้างความมั่นคงและยั่งยืน					
16	กลยุทธ์น่านน้ำสีขาว(WOS) จะก่อให้เกิคกระแสการเปลี่ยนแปลง					
	ในสังคมสู่การอยู่ร่วมกัน อย่างลงตัว เป็นสุขและยั่งยืน					
17	กลยุทธ์น่านน้ำสีขาว (WOS) มีความสมคุลทุกๆๆด้าน เศรษฐกิจ					
	สังคม และ จิตใจ					
18	ผู้บริหารที่ใช้กลัก กลยุทธ์น่านน้ำสีขาว (WOS) ผู้บริหาร					
	ทีมงาน ลูกค้ำ Stakeholder มีความสุข มีความเที่ยงธรรม					
	ตรงไปตรงมา					
19	โลกเท่าเทียมกัน เต็มไปด้วยความงดงาม ศีลธรรม จริยธรรม					
	และ ทรัพย์สินเงินทอง					
20	กลยุทธ์น่านน้ำสีขาว (WOS) สามารถปรับเข้าใช้ได้กับทุกๆๆ					
	กลยุทธ์ในการบริหารธุรกิจ					

ข้อเสนอแนะเพิ่มเติม			
<u>ส่วนที่ 3</u> ระดับการปฏิบัติในการ	เน้าหลัก ของกลยุทธ์น่	านน้ำสีขาว มาใช้	ในการบริหาร บริษัท SCG
ประเทศไทยจำกัด			
คำชี้แจง: ขอให้ท่านพิจาร ณา (เ	ารณีผู้ตอบเป็นผู้บริหา	ร) หรือผู้บริหารา	บริษัทของท่าน (กรณีผู้ ตอบ
เป็นพนักงาน) ได้	ก้นำหลักของกลยุทธ์น่า	านน้ำสีขาวมาใช้ศ	กรปฏิบัติงานในการบริหาร
ตามความคิดเห็นและ	ะตามความคาดหวังขอ	งท่านว่าอยู่ในระเ	จับ 5 ระดับได้แก่
5 = การปฏิบัติ อยู่ในระดับมา	กที่สุด	2 = การปฏิบัติ	อยู่ในระดับน้อย
4 = การปฏิบัติ อยู่ในระดับมา	ก	1 = การปฏิบัติ	อยู่ในระดับน้อยที่สุด
3 = การปฏิบัติ อยู่ในระดับปา	านกลาง		

		ระดับการเ			ารปรู	็ฏิบัติ		
ข้อ ที่	การนำหลักกลยุทธ์น่านน้ำสีขาวมาใช้ในการบริหารธุรกิจ	มากที่สด	มาก		ปานกลาง	ឧទ្ធរ	น้อยที่สุด	
		5	4		3	2	1	
1	1.Vision and Mission							
	มีการกำหนดวิสัยทัศน์ พันธ์กิจ นโยบาย ในองค์กร							
2	นำความรู้ความชำนาญการบริหารการจัดการ และทรัพยากรมา							
	ตอบโจทย์ เพื่อพัฒนาสังคม							
3	บุคลากรในองค์กรตระหนักถึงสิทธิและ หน้าที่ ของตน							
4	ผู้บริหารมีความรู้ความสามารถ และกำหนคนโยบายการ							
	บริหารที่ชัดเจน							

			ความ	รู้ความเข้าใจ				
ข้อ ที่	ความรู้ ความเข้าใจคารให้หลัดคลยพระบานนำสีญวา		มาก	ปานกลาง	น้อย	น้อยที่สูด		
		5	4	3	2	1		
5	มีความภูมิใจในองค์กร							
6	สร้างความแตกต่าง - กลยุทธ์น่านน้ำสีขาว และยอคขายพุ่งขึ้น							
	เป็นเบอร์หนึ่ง							
7	2. Setting out long term goal (ตั้งเป้าหมายระยะยาวและมอง							
	ภาพใหญ่ระดับมหาภาค) มองกว้าง คิดไกล ใฝ่สูง							
8	มีความอดทนในการปฏิบัติในแผนงาน ใน20-30 ปีข้างหน้า							
9	ไม่กดดันเรื่องผลกำไร							
10	มีความอดทน เพื่อ ความยั่งยืนขององค์กรในภายภาคหน้า							
11	วางหลักประสิทธิภาพ เน้นผลผลิตมาก วัตถุดิบน้อย (Input							
	น้อย Output มาก)							
12	ตั้งเป้าหมาย SCG จะเป็นผู้นำทางธุรกิจอย่างยั่งยืนในอาเซียน							
13	เน้น เชื่อมั่นในคุณค่าของคน สนับสนุนมอบ โอกาสด้าน							
	ทุนการศึกษา							
14	3. แสวงหาจุดสมคุลระหว่าง People, Planet, Profit และ							
	Passion							
	มีการบริหารจัดการและใช้ทรัพยากรให้เกิดประโยชน์สูงสุด							
	แก่บริษัท							
15	มีการดูแล และรักษาประโยชน์จากวัสคุ ครุภัณฑ์ อาคาร							
	สถานที่ ของบริษัทอย่างประหยัด และคุ้มค่า							
16	ให้ความสำคัญของสิ่งแวคล้อม และ ทรัพยากรธรรมชาติ							
17	สนับสนุนมาตรการรี่ ไซเคิล ลคภาวะ โลกร้อน จัดทำ							
	แผนปฏิบัติการและพิจารณา หรือการแสคงประชามติโคย							
	สม่ำเสมอ							

			ความ	รู้ความ	แข้าใจ	
ข้อ ที่	ความรู้ ความเข้าใจการใช้หลักกลยุทธ์น่านน้ำสีขาว	มากที่สูด	มาก	ปานกลาง	น้อย	น้อยที่สุด
		5	4	3	2	1
18	บริษัทกำหนดนโยบายและปฏิบัติกิจกรรมอย่างจริงจังทางด้าน					
	ทรัพยากรน้ำ ทดแทนพลังงาน อย่างต่อเนื่องสม่ำเสมอ					
19	องค์กรมุ่งเน้นคืนกำไรสู่สังคมและ ชุมชนเป็นหลัก					
20	องค์กรมีความเติบ โตอย่างต่อเนื่องและมีชื่อเสียง ส่งผลกำไร					
	ธุรกิจ เติบโตอย่างยั่งยืน					
21	เชื่อมั่น ศรัทธา ต่อ องค์กร					
22	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) เป็น กฎ					
	ระเบียบ ข้อบังคับ แน่วแน่ในอุดมการณ์	4				
23	4. Respect natural resources					
	ธุรกิจจะอยู่รอคได้ต้องมีจุคสมคุล ซึ่งจุคสมคุลนี้คือคุณธรรม					
24	ทางสายกลางของกลยุทธ์น่านน้ำสีขาว (White Ocean					
	Strategy) ได้หลักการของ เศรษฐกิจพอเพียง ขององค์สมเด็จ					
	พระเจ้าอยู่หัว					
25	ธุรกิจก็เหมือน กฎธรรมชาติ การแบ่งปัน คืนสู่ธรรมชาติ					
26	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) พัฒนา เปลี่ยน					
	ตนเอง ให้เข้ากับ สังคม เศรษฐ์กิจ การเมือง สังคม สิ่งแวคล้อม					
27	5. Integrity (ตั้งอยู่บนพื้นฐานของคุณธรรม ความเป็นจริง					
	และความเป็นเนื้อแท้) มีการกำหนด กฎระเบียบและข้อบังคับ					
	ใช้งานในบริษัท ต่อต้านการคอรัปชั่น ทุจริต					
28	บุคลากรในบริษัทปฏิบัติหน้าที่ โดยยึดมั่นในความถูกต้องดี					
	งาม					

		ความรู้ความเข้าใจ				
ข้อ ที่	ความรู้ ความเข้าใจการใช้หลักกลยุทธ์น่านน้ำสีขาว	มากที่สูด	มาค	ปานกลาง	gen	น้อยที่สุด
		5	4	3	2	1
29	ผู้บริหารเป็นแบบอย่างที่ดี ในการปฏิบัติตามกฎระเบียบและ					
	ข้อบังคับ ของบริษัท ด้าน คุณธรรม จริยธรรมศีลธรรม					
30	บุคลากรมีส่วนร่วมในการรับรู้สถานการณ์ และปัญหาของ					
	องค์กร					
31	องค์กร มีความเที่ยงธรรม ตรงไปตรงมา ไม่เอาเปรียบ					
32	องค์กรบริหารธุรกิจบนพื้นฐาน ของจรรยาบรรณ แบ่งปันให้					
	คนรอบข้าง					
33	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) เป็นพื้นฐาน					
	ในการบริหารงาน ที่ตั้งมั่น ใน คุณธรรม ความดี ศีลธรรม ไม่					
	ตักตวงผลประโยชน์ต่อสังคม					
	6. Individual Social Responsibility (ISR) เป็นองค์กรที่					
	ระเบิดจากข้างใน					
34	พนักงานในองค์กร ก้าวข้าม กฎ ระเบียบ จารีตประเพณี					
	เคิมๆๆ ที่สกัดศักยภาพของมนุษย์ เพื่อ เกิด ความคิด					
	สร้างสรรค์					
35	พนักงานในองค์กร มีจิตสำนึกในการรับผิดชอบสังคม ด้วย					
	หัวใจที่มีความสุข					
36	พนักงานในองค์กร เรียนรู้โดยประสบการณ์ สื่อสารกับหัวใจ					
	ตนเอง เป็นหลัก					
37	พนักงานในองค์กร เสียสละ เวลาส่วนตัว เพื่อช่วยเหลือสังคม					
	โดยจิตวิญญาณ มากกว่าทำตาม หน้าที่ หรือ ตามคำสั่ง					
38	พนักงานในองค์กรมีความคิดสร้างสรรค์ มีความเป็นอิสระใน					
	ด้านความคิด					

			ความ	รู้ความ	แข้าใจ	
ข้อ ที่	ความรู้ ความเข้าใจการใช้หลักกลยุทธ์น่านน้ำสีขาว	มากที่สุด	มาก	ปานกลาง	nen	น้อยที่สุด
		5	4	3	2	1
39	พนักงานในองค์กร ช่วยเหลือสังคมโดย ไม่คำนึงถึงสิ่งตอบ					
	แทน					
40	มีความกระตือรือร้นด้วยหัวใจที่เบิกบาน ในเวลาที่ได้					
	ช่วยเหลือสังคม					
41	7. Setting the Benchmark (เป็นผู้สร้างบรรทัคฐานใหม่ให้					
	เกิดขึ้นในวงการ) องค์กร เป็นผู้นำในด้านความคิด					
42	องค์กร คิดออกนอกกรอบ และนำสมัยฉีกแนวใน การบริหาร					
	เพื่อการเปลี่ยนแปลงไม่เหมือนใคร (Thinking out of Box)					
43	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) มีแนวคิด					
	ใอเดียใหม่ๆ และ สร้างบรรทัดฐานใหม่ๆ					
44	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) เป็นผู้นำ					
	ทางด้านความคิดที่ก้าวพ้นจากพันธการเดิมๆ					
45	กลยุทธ์น่านน้ำสีขาว (White Ocean Strategy) เปลี่ยนแปลง					
	พัฒนา ปรับตัว ตนเอง ให้เข้ากับสังคม ทางค้านเศรษฐกิจ					
	การเมือง สังคม และสิ่งแวคล้อม					

ข้อเสนอแนะเพิ่มเติม

APPENDIX B LETTER OF CONDUCT RESEARCH

Bangkok Campus: 16 Motorway Rd., Prawet, Bangkok 10250, Thailand Tel: +66 2 7694000; Fax: +66 2 7694099 Hua Hin Campus: 1458 Petchkasem Rd., Cha-Am, Petchburi 76120, Thailand Tel: +66 3 2442322; Fax: +66 3 2442324



GS 038 2/2013

5th October 2013

Re: Allowance for the MBA students to conduct research

To whom it may concern,

Stamford international University has been established since 1996 in Cha-am, Petchaburi. Since 2000, we have offered international programmes at our Bangkok Campus, which is now located at Rama IX, Bangkok. The university now provides the students with the Master of Business Administration.

The university would like to ask for your allowance and cooperation to give the MBA students, Miss Katanchalee Sithiprom student ID no. 012130030, the permission to conduct research on the topic of "Aplication of White Ocean Strategy in SCG Thailand in Business Organization." under supervised by Dr. Apitep Saekow

All data gathering during this study will remain confidential, which your name will not be exposed in any circumstance. The Graduate School has approved this project. If you wish, you may request a copy of the summary of findings from the study from the university.

Thank you for your cooperation. Please do not hesitate to contact Stamford International University with any concerns you may have.

Yours sincerely,

Dr Apitep Saekow Dean of Graduate School

Stamford International University E-mail: apitep@stamford.edu

APPENDIX C

COMPARISONS OF WHITE OCEAN STRATEGY RUN SHEFFE'

Table B1 Comparison of White Ocean Strategy Practicing of SCG Employees divided by People.

ANOVA practicing by people

		Sum of Squares	df	Mean Square	F
	Between	116.182	4	29.046	68.78
Vision and Mission	Groups				9
v ision and iviission	Within Groups	170.164	403	.422	
	Total	286.346	407		
	Between	119.757	4	29.939	61.93
Setting Out long-term	Groups				8
goal	Within Groups	194.799	403	.483	
	Total	314.557	407		
	Between	107.207	4	26.802	47.14
People, Planet, Profit &	Groups				4
Passion	Within Groups	229.107	403	.569	
	Total	336.313	407		
D 1	Between	107.923	4	26.981	41.67
People are equally &	Groups				9
Protect natural	Within Groups	260.878	403	.647	
resources	Total	368.801	407		
	Between	107.178	4	26.795	42.99
T	Groups				1
Integrity	Within Groups	251.174	403	.623	
	Total	358.352	407		
	Between	129.756	4	32.439	54.65
Individual Social	Groups				2
Responsibility	Within Groups	239.202	403	.594	
	Total	368.958	407		
T 1 1 1	Between	119.613	4	29.903	49.73
Lead new business	Groups				2
trends	Within Groups	242.321	403	.601	
	Total	361.934	407		

Table B2 Comparison of White Ocean Strategy Practicing of SCG Employees divided by People.

ANOVA practicing by people

		Sig.
	Between Groups	.000
Vision and Mission	Within Groups	
	Total	
	Between Groups	.000
Setting Out Long-term goal	Within Groups	
	Total	
	Between Groups	.000
People, Planet, Profit & Passion	Within Groups	
	Total	
Decade one equally 0. Duetoet natival	Between Groups	.000
People are equally & Protect natural	Within Groups	
resources	Total	
	Between Groups	.000
Integrity	Within Groups	
	Total	
	Between Groups	.000
Individual Social Responsibility	Within Groups	
	Total	
	Between Groups	.000
Lead new business trends	Within Groups	
	Total	

Table B3 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by people Work (each group)

Dependent Variable	(I) WOS transparency	(J) WOS transparency	Mean Difference (I-J)	Std. Error	Sig.	95% Con Inte	
						Lower	Upper
			ų.			Bound	Bound
Vision and		Fair	67353 [*]	.12937		-1.0739	2732
Mission	Poor	average	92186 [*]	.12068		-1.2953	5484
		good	-1.44679*	.10477	.000	-1.7710	-1.1226
		excellent	-1.74770 [*]	.12659	.000	-2.1394	-1.3560
		Poor	.67353*	.12937	.000	.2732	1.0739
	Fair	good	77326 [*]	.10237	.000	-1.0900	4565
		excellent	-1.07417*	.12461	.000	-1.4598	6886
	average	Poor	.92186*	.12068	.000	.5484	1.2953
		good	52493*	.09114	.000	8070	2429
	good	excellent	82584*	.11556	.000	-1.1835	4682
		Poor	1.44679*	.10477	.000	1.1226	1.7710
	good	Fair	.77326*	.10237	.000	.4565	1.0900
		average	.52493*	.09114	.000	.2429	.8070
	excellent	Poor	1.74770*	.12659	.000	1.3560	2.1394
	excellent	Fair	1.07417^{*}	.12461	.000	.6886	1.4598
	excellent	average	.82584*	.11556	.000	.4682	1.1835
		good	-1.37647*	.11209	.000	-1.7234	-1.0296
		excellent	-1.68528*	.13544	.000	-2.1044	-1.2661
	Fair	average	41878 [*]	.12690	.029	8115	0261
		good	95535 [*]	.10953	.000	-1.2943	6164
	071040 5 -	excellent	-1.26417*	.13333	.000	-1.6768	8516
	average	Poor	.83990*	.12912	.000	.4403	1.2395
	average	Fair	.41878*	.12690	.029	.0261	.8115
		excellent	84539 [*]	.12365	.000	-1.2280	4628

Table B4 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by people Work (each group)

D 1 /	(I) WOC	(I) WOG	Mean	Ct 1		95% Cor	nfidence
Dependent Variable	(I) WOS transparency	(J) WOS transparency	Difference (I-J)	Std. Error	Sig.	Interval Lower Bound	Upper Bound
	good	Poor	1.37647*	.11209	.000	1.0296	1.7234
	1	Fair	.95535*	.10953	.000	.6164	1.2943
	good	average	.53657*	.09751	.000	.2348	.8383
	excellent	Poor	1.68528*	.13544	.000	1.2661	2.1044
		Fair	1.26417*	.13333	.000	.8516	1.6768
People, Planet		average	.84539*	.12365	.000	.4628	1.2280
Profit & Passion	Poor	Fair	51840 [*]	.15012	.019	9829	0539
1 4551011		average	81923*	.14003	.000	-1.2526	3859
		good	-1.34608*	.12157	.000	-1.7223	9699
	Fair	excellent	-1.63086 [*]	.14689	.000	-2.0854	-1.1763
		Poor	.51840*	.15012	.019	.0539	.9829
		good	82768*	.11878	.000	-1.1952	4601
		excellent	-1.11246*	.14459	.000	-1.5599	6650
	average	Poor	.81923*	.14003	.000	.3859	1.2526
		good	52684*	.10575	.000	8541	1996
		excellent	81163 [*]	.13409	.000	-1.2266	3967
		Poor	1.34608*	.12157	.000	.9699	1.7223
		Fair	$.82768^{*}$.11878	.000	.4601	1.1952
	good	average	.52684*	.10575	.000	.1996	.8541
		Poor	1.63086*	.14689	.000	1.1763	2.0854
People are	good	Fair	1.11246*	.14459	.000	.6650	1.5599
	excellent	average	.81163*	.13409	.000	.3967	1.2266
	Poor	average	83451*	.14943	.000	-1.2969	3721
		good	-1.29190*	.12972	.000	-1.6933	8905
		excellent	-1.61842*	.15674	.000	-2.1035	-1.1334
	Fair average	good	91209*	.12675	.000	-1.3043	5199
		excellent	-1.23861*	.15429	.000	-1.7161	7612

Table B5 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by people Work (each group)

	(T) 777.0.0	(T) TT 10 G	Mean	~ .		95% Cor	
Dependent Variable	(I) WOS	(J) WOS	Difference	Std.	Sig.	Inter	
v arrable	transparency	transparency	(I-J)	Error		Lower Bound	Upper Bound
<u>-</u>	-	Poor	.83451*	.14943	.000	.3721	1.2969
	good	Fair	.45470*	.14685	.050	.0002	.9092
	average	good	45739 [*]	.11284	.003	8066	1082
		excellent	78391*	.14309	.000	-1.2267	3411
T	good	Poor	1.29190^*	.12972	.000	.8905	1.6933
Integrity		Fair	.91209*	.12675	.000	.5199	1.3043
		Poor	1.61842*	.15674	.000	1.1334	2.1035
		Fair	1.23861*	.15429	.000	.7612	1.7161
	Poor	average	.78391*	.14309	.000	.3411	1.2267
		Fair	60221*	.15718	.006	-1.0886	1158
	Fair	average	86954*	.14662	.000	-1.3233	4158
		good	-1.38349*	.12729	.000	-1.7774	9896
	Fair average	excellent	-1.65132*	.15380	.000	-2.1273	-1.1754
		Poor	.60221*	.15718	.006	.1158	1.0886
		good	78128*	.12437	.000	-1.1661	3964
		excellent	-1.04911*	.15139	.000	-1.5176	5806
		Poor	.86954*	.14662	.000	.4158	1.3233
		Fair	.26733	.14410	.488	1786	.7133
		good	51394 [*]	.11073	.000	8566	1713
Individual		excellent	78178 [*]	.14040	.000	-1.2163	3473
Social		Poor	1.38349^*	.12729	.000	.9896	1.7774
Responsibili	good	Fair	.78128*	.12437	.000	.3964	1.1661
ty		average	.51394*	.11073	.000	.1713	.8566
		Poor	1.65132^*	.15380	.000	1.1754	2.1273
	excellent	Fair	1.04911*	.15139	.000	.5806	1.5176
		average	.78178*	.14040	.000	.3473	1.2163
	Poor	Fair	70576 [*]	.15339	.000	-1.1804	2311
		average	97368 [*]	.14308	.000	-1.4165	5309
		good	-1.52773*	.12421	.000	-1.9121	-1.1433
		excellent	-1.84476 [*]	.15009	.000	-2.3092	-1.3803

Table B6 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by people Work (each group)

Danandant	(I) WOS	(I) WOS	Mean	Ctd		95% Confidence Interval		
Dependent Variable	(I) WOS transparency	(J) WOS transparency	Difference	Std. Error	Sig.	Lower	rvai Upper	
variable	trunspurency	transparency	(I-J)	Litoi		Bound	Bound	
	-	good	-1.52773*	.12421	.000	-1.9121	-1.1433	
		excellent	-1.84476*	.15009	.000	-2.3092	-1.3803	
	Fair	Poor	$.70576^{*}$.15339	.000	.2311	1.1804	
		good	82197*	.12137	.000	-1.1976	4464	
		excellent	-1.13900*	.14774	.000	-1.5962	6818	
	average	Poor	.97368*	.14308	.000	.5309	1.4165	
		good	55405*	.10805	.000	8884	2197	
		excellent	87109*	.13702	.000	-1.2951	4471	
	good	Poor	1.52773*	.12421	.000	1.1433	1.9121	
		Fair	.82197*	.12137	.000	.4464	1.1976	
		average	.55405*	.10805	.000	.2197	.8884	
		Poor	1.84476*	.15009	.000	1.3803	2.3092	
	excellent	Fair	1.13900*	.14774	.000	.6818	1.5962	
		average	.87109*	.13702	.000	.4471	1.2951	
	Poor	Fair	67088*	.15438	.001	-1.1486	1931	
		average	98913 [*]	.14401	.000	-1.4348	5435	
		good	-1.47326*	.12502	.000	-1.8602	-1.0864	
		excellent	-1.77594 [*]	.15106	.000	-2.2434	-1.3085	
	Fair	Poor	$.67088^{*}$.15438	.001	.1931	1.1486	
		average	31826	.14154	.284	7562	.1197	
Lead business		good	80239 [*]	.12216	.000	-1.1804	4244	
new trends	average	excellent	-1.10506 [*]	.14870	.000	-1.5652	6449	
		Poor	.98913*	.14401	.000	.5435	1.4348	
		good	48413 [*]	.10876	.001	8207	1476	
		excellent	78681 [*]	.13791	.000	-1.2136	3600	
	good	Poor	1.47326*	.12502	.000	1.0864	1.8602	
		Fair	$.80239^*$.12216	.000	.4244	1.1804	
		average	.48413*	.10876	.001	.1476	.8207	
		Poor	1.77594*	.15106	.000	1.3085	2.2434	
	excellent	Fair	1.10506*	.14870	.000	.6449	1.5652	
		average	.78681*	.13791	.000	.3600	1.2136	

st. The mean difference is significant at the 0.05 level.

 Table B7
 Comparison of White Ocean Strategy Practicing of SCG Employees divided by Planet.

ANOVA Practicing by planet

		Sum of Squares	df	Mean Square	F
	Between Groups	92.299	4	23.075	47.922
Vision and Mission	Within Groups	194.047	403	.482	
	Total	286.346	407	.402	
	Between	77.730	4	19.433	33.068
Setting Out Long-term	Groups	77.730	·	17.133	33.000
goal	Within Groups	236.826	403	.588	
8941	Total	314.557	407		
	Between	93.614	4	23.403	38.861
People, Planet, Profit &	& Groups		4		
Passion	Within Groups	242.699	403	.602	
	Total	336.313	407		
Daorda ara aqually 6	Between	89.630	4	22.407	32.346
People are equally &	Groups				
protect natural	Within Groups	279.171	403	.693	
resources	Total	368.801	407		
	Between	99.219	4	24.805	38.576
Integrity	Groups				
integrity	Within Groups	259.133	403	.643	
	Total	358.352	407		
	Between	92.031	4	23.008	33.482
Individual Social	Groups				
Responsibility	Within Groups	276.927	403	.687	
	Total	368.958	407		
Lead new business	Between	81.025	4	20.256	29.060
trends	Groups				

Table B8 ANOVA Practicing by planet

		Sig.
	Between Groups	.000
Vision and Mission	Within Groups	
	Total	
	Between Groups	.000
Setting Out Long-term goal	Within Groups	
	Total	
	Between Groups	.000
People, Planet, Profit & Passion	Within Groups	
	Total	
People are equally & Protect natural	Between Groups	.000
resources	Within Groups	
Tesources	Total	
	Between Groups	.000
Integrity	Within Groups	
	Total	000
	Between Groups	.000
Individual Social Responsibility	Within Groups	
	Total	000
	Between Groups	.000
Lead business new trends	Within Groups	
	Total	

Table B9 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by planet (each group)

		(J)	Mean			95% Cor	nfidence
Dependent	(I) Natural	(3) Natural	Difference	Std.	Sig.	Inte	rval
Variable	Imbalance	Imbalance	(I-J)	Error	Sig.	Lower	Upper
		imoarance	(1-3)			Bound	Bound
			*		·	_	
		average	-1.49722 [*]	.20031	.000	-2.1171	8773
	Poor	good	-1.95438*	.18583	.000	-2.5294	-1.3793
		excellent	-2.15694*	.19003		-2.7450	-1.5689
		average	80833*	.20031	.003	-1.4282	1885
Vision and	Fair	good	-1.26549*	.18583	.000	-1.8405	6904
Mission		excellent	-1.46806*	.19003	.000	-2.0561	8800
		Poor	1.49722*	.20031	.000	.8773	2.1171
	average	Fair	.80833*	.20031	.003	.1885	1.4282
	u. czuge	good	45715 [*]	.10226	.001	7736	1407
		excellent	65972*	.10972	.000	9992	3202
		Poor	1.95438*	.18583	.000	1.3793	2.5294
	good	Fair	1.26549*	.18583	.000	.6904	1.8405
	good	average	.45715*	.10226	.001	.1407	.7736
		excellent	20257	.08028	.176	4510	.0459
		Poor	2.15694*	.19003	.000	1.5689	2.7450
	excellent	Fair	1.46806*	.19003	.000	.8800	2.0561
		average	.65972*	.10972	.000	.3202	.9992
	Poor	average	-1.22857 [*]	.22130	.000	-1.9134	5438
		good	-1.74603 [*]	.20529	.000	-2.3813	-1.1107
		excellent	-1.87143*	.20994	.000	-2.5211	-1.2218
g 44; O 4	Fair	average	72381*	.22130	.032	-1.4086	0390
Setting Out Long-term		good	-1.24127*	.20529	.000	-1.8766	6060
goal		excellent	-1.36667*	.20994	.000	-2.0163	7170
J	average	Poor	1.22857^*	.22130	.000	.5438	1.9134
		Fair	.72381*	.22130	.032	.0390	1.4086
		good	51746*	.11297	.000	8671	1679
		excellent	64286*	.12121	.000	-1.0179	2678

Table 10 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by planet (each group)

Dependent Variable	(I) Natural Imbalance	(J) Natural Imbalance	Mean Difference (I-J)	Std. Error	Sig.	95% Cor Inter	
	imbalance					Lower	Upper
						Bound	Bound
	good	Poor	1.74603*	.20529		1.1107	2.3813
		Fair	1.24127*	.20529	.000	.6060	1.8766
	excellent	average	.51746*	.11297	.000	.1679	.8671
	CACCHCIII	Poor	1.87143*	.20994	.000	1.2218	2.5211
		Fair	1.36667*	.20994	.000	.7170	2.0163
People,	Poor	average	.64286*	.12121	.000	.2678	1.0179
Planet, Profi	t	average	-1.36667*	.22402	.000	-2.0599	6734
& Passion		good	-1.90022*	.20782	.000	-2.5433	-1.2571
	Fair	excellent	-2.07222*	.21253	.000	-2.7299	-1.4145
	Fair	average	82593 [*]	.22402	.009	-1.5192	1327
	average	good	-1.35948*	.20782	.000	-2.0026	7164
		excellent	-1.53148*	.21253	.000	-2.1892	8738
		Poor	1.36667*	.22402	.000	.6734	2.0599
People are		Fair	.82593*	.22402	.009	.1327	1.5192
equally &	average	good	53356 [*]	.11436	.000	8875	1797
Protect	good	excellent	70556 [*]	.12270	.000	-1.0853	3258
natural		Poor	1.90022^*	.20782	.000	1.2571	2.5433
resources	and	Fair	1.35948^*	.20782	.000	.7164	2.0026
	good	average	.53356*	.11436	.000	.1797	.8875
	excellent	Poor	2.07222^{*}	.21253	.000	1.4145	2.7299
	excellent	Fair	1.53148^*	.21253	.000	.8738	2.1892
	Poor	average	.70556*	.12270	.000	.3258	1.0853
		average	-1.37083*	.24027	.000	-2.1144	6273
	Fair	good	-1.86970 [*]	.22289	.000	-2.5595	-1.1799
	Fair	excellent	-2.01667*	.22794	.000	-2.7220	-1.3113
Intoquity		average	88750 [*]	.24027	.009	-1.6310	1440
Integrity	Fair	good	-1.38636 [*]	.22289	.000	-2.0761	6966
	average	excellent	-1.53333*	.22794	.000	-2.2387	8280
		Poor	1.37083*	.24027	.000	.6273	2.1144

Table B11 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by planet (each group)

Dependent Variable	(I) Natural	(J) Natural Imbalance	Mean Difference (I-J)	Std. Error	Sig.	95% Cor Inter	
	Imbalance					Lower	Upper
						Bound	Bound
		Fair	.88750*	.24027	.009	.1440	1.6310
	average	good	49886*	.12265	.003	8784	1193
	good	excellent	64583*	.13160	.000	-1.0531	2386
		Poor	1.86970^{*}	.22289	.000	1.1799	2.5595
	good	Fair	1.38636*	.22289	.000	.6966	2.0761
	excellent	average	.49886*	.12265	.003	.1193	.8784
		Poor	2.01667*	.22794	.000	1.3113	2.7220
	excellent	Fair	1.53333*	.22794	.000	.8280	2.2387
	Poor	average	.64583*	.13160	.000	.2386	1.0531
		average	-1.35476*	.23148	.000	-2.0711	6384
		good	-1.92973*	.21474	.000	-2.5943	-1.2652
	Fair	excellent	-2.17024*	.21960	.000	-2.8498	-1.4907
		good	-1.25354*	.21474	.000	-1.9181	5890
Individual	average	excellent	-1.49405 [*]	.21960	.000	-2.1736	8145
Social		Poor	1.35476*	.23148	.000	.6384	2.0711
	t Avorage	good	57496*	.11817	.000	9407	2093
Responsibili	•	excellent	81548*	.12679	.000	-1.2078	4231
У	good	Poor	1.92973^*	.21474	.000	1.2652	2.5943
	good	Fair	1.25354^*	.21474	.000	.5890	1.9181
	excellent	average	.57496*	.11817	.000	.2093	.9407
		Poor	2.17024^{*}	.21960	.000	1.4907	2.8498
	excellent	Fair	1.49405^*	.21960	.000	.8145	2.1736
	Poor	average	.81548*	.12679	.000	.4231	1.2078
		average	-1.24286 [*]	.23930	.000	-1.9834	5023
Lead		good	-1.86075 [*]	.22199	.000	-2.5477	-1.1738
business new trends	Fair	excellent	-2.05833*	.22702	.000	-2.7609	-1.3558
	Fair	good	-1.18456*	.22199	.000	-1.8715	4976
	average	excellent	-1.38214*	.22702	.000	-2.0847	6796
	6-	Poor	1.24286*	.23930	.000	.5023	1.9834
	good	good	61789 [*]	.12216	.000	9959	2399

Table B12 The Comparison average of White Ocean Strategy Practicing of SCG Employees divided by planet (each group)

Dependent Variable	(I) Natural	(J) Natural Imbalance	Mean Difference (I-J)	Std. Error	Sig.	95% Cor Inte	
	Imbalance					Lower Bound	Upper Bound
	average	excellent	81548*	.13107	.000	-1.2211	4099
	good	Poor	1.86075*	.22199	.000	1.1738	2.5477
	good	Fair	1.18456*	.22199	.000	.4976	1.8715
	excellent good	average	.61789*	.12216	.000	.2399	.9959
	excellent	Poor	2.05833*	.22702	.000	1.3558	2.7609
	excellent	Fair	1.38214*	.22702	.000	.6796	2.0847
	Poor	average	.81548*	.13107	.000	.4099	1.2211
	excellent				4		
	Poor						
		average	-1.29667*	.24101	.000	-2.0425	5508
	Fair	good	-1.75758 [*]	.22358	.000	-2.4495	-1.0657
	Fair	excellent	-2.00500*	.22864	.000	-2.7126	-1.2974
	average	good	-1.11758*	.22358	.000	-1.8095	4257
	Fair	excellent	-1.36500 [*]	.22864	.000	-2.0726	6574
	average	Poor	1.29667*	.24101	.000	.5508	2.0425
	average						
	good	good	46091 [*]	.12304	.008	8417	0802
	average	excellent	70833 [*]	.13201	.000	-1.1168	2998
	good	Poor	1.75758^*	.22358	.000	1.0657	2.4495
	good	Fair	1.11758^*	.22358	.000	.4257	1.8095
	excellent	average	.46091*	.12304	.008	.0802	.8417
	good excellent excellent	Poor Fair average	2.00500* 1.36500* .70833*	.22864 .22864 .13201	.000 .000	1.2974 .6574 .2998	2.7126 2.0726 1.1168
	excellent						

^{*.} The mean difference is significant at the 0.05 level

Table B13 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit.

ANOVA practicing by Profit

		Sum of Squares	df	Mean Square	F
7/1-1	Between Groups	133.720	4	33.430	88.270
Vision and Mission	Within Groups	152.626	403	.379	
	Total	286.346	407		
Setting Out long term	Between Groups	132,052	4	33.013	72.899
goal	Within Groups	182.504	403	.453	
	Total	314.557	407		
People, Planet, Profit	Between Groups	128.530	4	32.133	62.322
& Passion	Within Groups	207.783	403	.516	
	Total	336.313	407		
People are equally &	Between Groups	129.500	4	32.375	54.522
Protect natural	Within Groups	239.301	403	.594	
resources	Total	368.801	407		
Integrity	Between Groups	124.693	4	31.173	53.766
integrity	Within Groups	233.659	403	.580	
	Total	358.352	407		
Individual Social	Between Groups	151.126	4	37.781	69.898
Responsibility	Within Groups	217.832	403	.541	
	Total	368.958	407		
Lead business new	Between Groups	152.220	4	38.055	73.129
trends	Within Groups	209.714	403	.520	
	Total	361.934	407		

Table B14 ANOVA Practicing by profit

		Sig.
	Between Groups	.000
Vision and Mission	Within Groups	
	Total	
	Between Groups	.000
Setting out long-term goal	Within Groups	
	Total	
	Between Groups	.000
People, Planet, Profit & Passion	Within Groups	
	Total	
People are equally & protect natural	Between Groups	.000
resources	Within Groups	
resources	Total	
	Between Groups	.000
Integrity	Within Groups	
	Total	000
	Between Groups	.000
Individual Social Responsibility	Within Groups	
	Total	000
	Between Groups	.000
Lead new business trends	Within Groups	
	Total	

Table B15 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit (each group)

Dependent	(I) WOS	(J) WOS	Mean	Std.	Sig.	95% Co	nfidence
Variable	non-prof	it non-profit	Difference	Error		Inte	erval
			(I-J)			Lower	Upper
						Bound	Bound
	_	Fair	80398*	.12844	.000	-1.2015	4065
	Poor	average	-1.13008*	.10963	.000	-1.4693	7908
	Poor	good	-1.65301*	.10618	.000	-1.9816	-1.3244
		excellent	-1.95262*	.12091	.000	-2.3268	-1.5785
		Poor	.80398*	.12844	.000	.4065	1.2015
	Fair	average	32611	.10631	.053	6551	.0029
	Tan	good	84903*	.10275	.000	-1.1670	5311
		excellent	-1.14864*	.11790	.000	-1.5135	7838
		Poor	1.13008*	.10963	.000	.7908	1.4693
Vision and	average	Fair	.32611	.10631	.053	0029	.6551
Mission	average	good	52292*	.07797	.000	7642	2816
		excellent	82254*	.09707	.000	-1.1229	5221
		Poor	1.65301*	.10618	.000	1.3244	1.9816
	good	Fair	.84903*	.10275	.000	.5311	1.1670
	good	average	.52292*	.07797	.000	.2816	.7642
		excellent	29961*	.09316	.037	5879	0113
		Poor	1.95262*	.12091	.000	1.5785	2.3268
	excellent	Fair	1.14864*	.11790	.000	.7838	1.5135
	CACCHCIII	average	.82254*	.09707	.000	.5221	1.1229
		good	.29961*	.09316	.037	.0113	.5879
		Fair	60146*	.14045	.001	-1.0361	1668
	Poor	average	-1.05151*	.11988	.000	-1.4225	6805
	1 001	good	-1.57669 [*]	.11611	.000	-1.9360	-1.2174
		excellent	-1.87740 [*]	.13221	.000	-2.2865	-1.4683
Setting Out		Poor	.60146*	.14045	.001	.1668	1.0361
long-term	Fair	average	45005*	.11625	.005	8098	0903
goal	1 an	good	97523*	.11236	.000	-1.3229	6275
		excellent	-1.27594 [*]	.12893	.000	-1.6749	8770
		Poor	1.05151*	.11988	.000	.6805	1.4225
	average	Fair	.45005*	.11625	.005	.0903	.8098
	6	good	52518 [*]	.08526	.000	7890 1.1544	2613
		excellent	82589 [*]	.10615	.000	-1.1544	4974

Table B16 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit (each group)

Dependent	(I) WO	S (J) WOS	Mean	Std.	Sig.	95% Cor	nfidence
Variable	non-pro	fit non-profit	Difference	Error		Inter	val
			(I-J)			Lower	Upper
						Bound	Bound
	-	Poor	1.57669*	.11611	.000	1.2174	1.9360
	good	Fair	.97523*	.11236	.000	.6275	1.3229
	good	average	.52518*	.08526	.000	.2613	.7890
		excellent	30071	.10187	.071	6160	.0145
		Poor	1.87740*	.13221	.000	1.4683	2.2865
	excellent	Fair	1.27594*	.12893	.000	.8770	1.6749
	CACCIICIII	average	.82589*	.10615	.000	.4974	1.1544
		good	.30071	.10187	.071	0145	.6160
		Fair	75694 [*]	.14986	.000	-1.2207	2932
	Poor	average	-1.14389*	.12792	.000	-1.5397	7480
	Poor	good	-1.59194*	.12389	.000	-1.9753	-1.2086
		excellent	-1.94312 [*]	.14107	.000	-2.3797	-1.5066
		Poor	.75694*	.14986	.000	.2932	1.2207
	Fair	average	38695 [*]	.12404	.047	7708	0031
	ran	good	83500*	.11988	.000	-1.2060	4640
		excellent	-1.18618*	.13757	.000	-1.6119	7605
People,Plan		Poor	1.14389^{*}	.12792	.000	.7480	1.5397
et,Profit &	average	Fair	.38695*	.12404	.047	.0031	.7708
Passion	avcrage	good	44805 [*]	.09097	.000	7296	1665
1 assion		excellent	79923 [*]	.11326	.000	-1.1497	4487
		Poor	1.59194*	.12389	.000	1.2086	1.9753
	good	Fair	$.83500^{*}$.11988	.000	.4640	1.2060
		average	.44805*	.09097	.000	.1665	.7296
		excellent	35118 [*]	.10870	.035	6875	0148
		Poor	1.94312^*	.14107	.000	1.5066	2.3797
	excellent	Fair	1.18618^{*}	.13757	.000	.7605	1.6119
	CACCHEIL	average	.79923*	.11326	.000	.4487	1.1497
		good	.35118*	.10870	.035	.0148	.6875

Table B17 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit (each group)

Dependent	(I) WOS	(J) WOS	Mean	Std.	Sig.	95% Cor	fidence
Variable	non-profit	non-profit	Difference	Error		Inter	val
			(I-J)			Lower	Upper
						Bound	Bound
	-	Fair	78314 [*]	.16083	.000	-1.2808	2854
	Poor	average	-1.28793 [*]	.13728	.000	-1.7127	8631
	F001	good	-1.70319*	.13296	.000	-2.1146	-1.2917
		excellent	-1.85507*	.15140	.000	-2.3236	-1.3866
		Poor	.78314*	.16083	.000	.2854	1.2808
	Fair	average	50479*	.13312	.007	9167	0928
	ran	good	92004*	.12866	.000	-1.3182	5219
People are		excellent	-1.07192*	.14764	.000	-1.5288	6151
equally &		Poor	1.28793*	.13728	.000	.8631	1.7127
	ovoro co	Fair	.50479*	.13312	.007	.0928	.9167
protect natural	average	good	41526*	.09763	.001	7174	1131
		excellent	56714 [*]	.12155	.000	9433	1910
resource		Poor	1.70319*	.13296	.000	1.2917	2.1146
	good	Fair	.92004*	.12866	.000	.5219	1.3182
	good	average	.41526*	.09763	.001	.1131	.7174
		excellent	15188	.11665	.791	5129	.2091
		Poor	1.85507^*	.15140	.000	1.3866	2.3236
	excellent	Fair	1.07192^{*}	.14764	.000	.6151	1.5288
	excellent	average	.56714*	.12155	.000	.1910	.9433
		good	.15188	.11665	.791	2091	.5129
		Fair	-1.01650 [*]	.15892	.000	-1.5083	5247
	Poor	average	-1.26079 [*]	.13565	.000	-1.6806	8410
	F001	good	-1.61807 [*]	.13138	.000	-2.0246	-1.2115
		excellent	-2.01835*	.14960	.000	-2.4813	-1.5554
		Poor	1.01650^{*}	.15892	.000	.5247	1.5083
Intoquity	Eoin	average	24429	.13154	.487	6513	.1628
Integrity	Fair	good	60157 [*]	.12713	.000	9950	2082
		excellent	-1.00184*	.14588	.000	-1.4533	5504
		Poor	1.26079^*	.13565	.000	.8410	1.6806
	OXIONO CO	Fair	.24429	.13154	.487	1628	.6513
	average	good	35728*	.09647	.009	6558	0587
		excellent	75755 [*]	.12011	.000	-1.1292	3859

Table B18 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit (each group)

Dependent	(I) WOS	(J) WOS	Mean	Std.	Sig.	95% Cor	ifidence
Variable	non-profit	non-profit	Difference	Error		Inter	val
			(I-J)			Lower	Upper
						Bound	Bound
	•	Poor	1.61807*	.13138	.000	1.2115	2.0246
	good	Fair	$.60157^{*}$.12713	.000	.2082	.9950
	good	average	.35728*	.09647	.009	.0587	.6558
		excellent	40027*	.11527	.018	7570	0436
		Poor	2.01835*	.14960	.000	1.5554	2.4813
	excellent	Fair	1.00184*	.14588	.000	.5504	1.4533
	CACCHEIR	average	.75755*	.12011	.000	.3859	1.1292
		good	.40027*	.11527	.018	.0436	.7570
		Fair	-1.06872*	.15345	.000	-1.5436	5939
	Poor	average	-1.35009*	.13097	.000	-1.7554	9448
	1 001	good	-1.81109 [*]	.12685	.000	-2.2036	-1.4185
		excellent	-2.16311*	.14445	.000	-2.6101	-1.7161
		Poor	1.06872*	.15345	.000	.5939	1.5436
	Fair	average	28137	.12701	.299	6744	.1117
	Tall	good	74237*	.12275	.000	-1.1222	3625
		excellent	-1.09439*	.14086	.000	-1.5303	6585
Individual		Poor	1.35009^*	.13097	.000	.9448	1.7554
Social	ovorogo	Fair	.28137	.12701	.299	1117	.6744
Responsibil	average	good	46100 [*]	.09315	.000	7492	1728
ity		excellent	81302*	.11597	.000	-1.1719	4541
		Poor	1.81109^{*}	.12685	.000	1.4185	2.2036
	good	Fair	$.74237^{*}$.12275	.000	.3625	1.1222
	good	average	.46100*	.09315	.000	.1728	.7492
		excellent	35202*	.11129	.042	6964	0076
		Poor	2.16311^*	.14445	.000	1.7161	2.6101
	excellent	Fair	1.09439^*	.14086	.000	.6585	1.5303
		average	$.81302^{*}$.11597	.000	.4541	1.1719
		good	$.35202^{*}$.11129	.042	.0076	.6964
Lood		Fair	-1.00417*	.15056	.000	-1.4701	5383
Lead	Door	average	-1.30901*	.12851	.000	-1.7067	9113
business	Poor	good	-1.75211*	.12447	.000	-2.1373	-1.3669
new trends		excellent	-2.19841*	.14173	.000	-2.6370	-1.7598

Table B19 The comparison of White Ocean Strategy Practicing of SCG Employees divided by Profit (each group)

Dependent	(I) WOS	(J) WOS	Mean	Std.	Sig.	95% Con	fidence
Variable	non-profit	non-profit	Difference	Error		Inter	val
			(I-J)			Lower	Upper
						Bound	Bound
	•	Poor	1.00417*	.15056	.000	.5383	1.4701
	Fair	average	30484	.12462	.203	6905	.0808
	ган	good	74795*	.12044	.000	-1.1207	3752
		excellent	-1.19425*	.13821	.000	-1.6219	7666
		Poor	1.30901*	.12851	.000	.9113	1.7067
	overe co	Fair	.30484	.12462	.203	0808	.6905
	average	good	44310*	.09139	.000	7259	1603
		excellent	88940*	.11379	.000	-1.2415	5373
		Poor	1.75211*	.12447	.000	1.3669	2.1373
	anad	Fair	.74795*	.12044	.000	.3752	1.1207
	good	average	.44310*	.09139	.000	.1603	.7259
		excellent	44630 [*]	.10920	.003	7842	1084
		Poor	2.19841*	.14173	.000	1.7598	2.6370
	excellent	Fair	1.19425*	.13821	.000	.7666	1.6219
	excellent	average	.88940*	.11379	.000	.5373	1.2415
		good	.44630*	.10920	.003	.1084	.7842

[.] The mean difference is significant at the 0.05 level.

Table B20 The comparison of White Ocean Strategy Practicing of SCG Employees divided by passion.

ANOVA practicing by passion

		Sum of Squares	df	Mean Square	F
	Between	123.042	4	30.760	75.910
77' ' 13 <i>4</i> ' '	Groups				
Vision and Mission	Within Groups	163.304	403	.405	
_	Total	286.346	407		
	Between	118.101	4	29.525	60.567
Setting out long-term	Groups				
goal	Within Groups	196.456	403	.487	
	Total	314.557	407		
	Between	109.463	4	27.366	48.615
People,Planet,Profit &	Groups				
Passion	Within Groups	226.850	403	.563	
	Total	336.313	407		
People are Equally &	Between	119.094	4	29.773	48.051
protect natural	Groups				
resources	Within Groups	249.707	403	.620	
resources	Total	368.801	407		
	Between	111.951	4	27.988	45.775
Integrity	Groups				
integrity	Within Groups	246.401	403	.611	
	Total	358.352	407		
	Between	143.159	4	35.790	63.877
Individual Social	Groups				
Responsibility	Within Groups	225.799	403	.560	
	Total	368.958	407		
	Between	135.435	4	33.859	60.244
Lead business new	Groups				
trends	Within Groups	226.499	403	.562	
	Total	361.934	407		

Table B21 ANOVA practicing by people

		Sig.
	Between Groups	.000
Vision and Mission	Within Groups	.000
	Total	
	Between Groups	.000
Setting Out long term goal	Within Groups	
	Total	
	Between Groups	.000
People, Planet, Profit & Passion	Within Groups	
	Total	
People are equally & protect natural	Between Groups	.000
resources	Within Groups	
resources	Total	
	Between Groups	.000
Integrity	Within Groups	
	Total	
	Between Groups	.000
Individual Social Responsibility	Within Groups	
	Total	
	Between Groups	.000
Lead business new trends	Within Groups	
	Total	

Table B22 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Passion.

Dependent Variable	(I) WOS inspiration	(J) WOS n inspiration	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Upper	
	-			.		Bound	Bound
		Fair	76418 [*]	.12669	.000	-1.1562	3721
	Poor	average	-1.01222*	.11228	.000	-1.3597	6648
		good	-1.37981*	.10497	.000	-1.7047	-1.0550
		excellent	-1.86863*	.11532	.000		-1.5118
		Poor	.76418*	.12669	.000	.3721	1.1562
	Fair		*		7		
		good	61563*	.10422	.000	9381	2931
		excellent	-1.10445*	.11463	.000	-1.4592	7497
		Poor	1.01222*	.11228	.000	.6648	1.3597
Vision and	average		4				
Mission	average	good	36759*	.08613	.001	6341	1011
		excellent	85641*	.09848	.000	-1.1612	5517
	good	Poor	1.37981*	.10497	.000	1.0550	1.7047
		Fair	.61563*	.10422	.000	.2931	.9381
		average	.36759*	.08613	.001	.1011	.6341
		excellent	48882*	.09006	.000	7675	2101
		Poor	1.86863^*	.11532	.000	1.5118	2.2255
	av. a a 11 a m 4	Fair	1.10445^{*}	.11463	.000	.7497	1.4592
	excellent	average	.85641*	.09848	.000	.5517	1.1612
		good	$.48882^{*}$.09006	.000	.2101	.7675
		Fair	56779 [*]	.13895	.003	9978	1378
		average	96984*	.12315	.000	-1.3509	5887
Setting out long-term goal	Poor	good	-1.34152*	.11514	.000	-1.6978	9852
		excellent	-1.75751*	.12649	.000	-2.1489	-1.3661
		Poor	.56779*	.13895	.003	.1378	.9978
	.	average	40205*	.12237	.030	7807	0234
	Fair	good	77373 [*]	.11430	.000	-1.1275	4200
		excellent	-1.18972*	.12573	.000	-1.5788	8006

Table B23 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Passion.

Dependent Variable	(I) WOS inspiration	(J) WOS inspiration	Mean Difference (I-J)	Std. Error	Sig.	95% Con Inter Lower Bound	
	-	Poor	.96984*	.12315	.000	.5887	1.3509
		Fair	.40205*	.12237	.030	.0234	.7807
	average	good	37168*	.09446	.004	6640	0794
		excellent	78767 [*]	.10801	.000	-1.1219	4534
		Poor	1.34152*	.11514	.000	.9852	1.6978
	1	Fair	.77373*	.11430	.000	.4200	1.1275
	good	average	.37168*	.09446	.004	.0794	.6640
		excellent	41599 [*]	.09878	.002	7217	1103
		Poor	1.75751*	.12649	.000	1.3661	2.1489
	excellent	Fair	1.18972*	.12573	.000	.8006	1.5788
		average	.78767*	.10801	.000	.4534	1.1219
	Poor	good	.41599*	.09878	.002	.1103	.7217
		Fair	62885 [*]	.14932	.002	-1.0909	1668
		average	96370 [*]	.13234	.000	-1.3732	5542
		good	-1.35249 [*]	.12372	.000	-1.7354	9696
		excellent	-1.69219 [*]	.13592	.000	-2.1128	-1.2716
		Poor	$.62885^{*}$.14932	.002	.1668	1.0909
		good	72364*	.12283	.000	-1.1037	3435
D 1 D1		excellent	-1.06335 [*]	.13511	.000	-1.4814	6452
People, Plane		Poor	.96370 [*]	.13234	.000	.5542	1.3732
t,Profit & Passion	average	good	38878*	.10151	.006	7029	0747
		excellent	72849 [*]	.11607	.000	-1.0877	3693
	good	Poor	1.35249*	.12372	.000	.9696	1.7354
		Fair	.72364*	.12283	.000	.3435	1.1037
		average	.38878*	.10151	.006	.0747	.7029
		excellent	33971 [*]	.10614	.038	6682	0112
		Poor	1.69219*	.13592	.000	1.2716	2.1128
	excellent	Fair	1.06335*	.13511	.000	.6452	1.4814
		average	.72849 [*]	.11607	.000	.3693	1.0877

Table B24 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Passion.

Dependent Variable	(I) WOS inspiration	(J) WOS inspiration	Mean Difference (I-J)	Std. Error	Sig.	95% Con Inter Lower Bound	
	-	good	.33971*	.10614	.038	.0112	.6682
		Fair	49167*	.15666	.045	9765	0069
	D	average	98056*	.13884	.000	-1.4102	5509
	Poor	good	-1.32320 [*]	.12981	.000	-1.7249	9215
		excellent	-1.74167*	.14261	.000	-2.1830	-1.3004
		Poor	.49167*	.15666	.045	.0069	.9765
	Foin	average	48889 [*]	.13796	.015	9158	0620
	Fair	good	83153 [*]	.12887	.000	-1.2303	4327
Doomlo ono		excellent	-1.25000*	.14175	.000	-1.6887	8113
People are		Poor	.98056*	.13884	.000	.5509	1.4102
equally &	average	Fair	.48889*	.13796	.015	.0620	.9158
Protect		good	34265*	.10650	.036	6722	0131
natural		excellent	76111 [*]	.12177	.000	-1.1379	3843
resources	good	Poor	1.32320*	.12981	.000	.9215	1.7249
		Fair	.83153*	.12887	.000	.4327	1.2303
		average	.34265*	.10650	.036	.0131	.6722
		excellent	41847 [*]	.11136	.008	7631	0738
	excellent	Poor	1.74167^*	.14261	.000	1.3004	2.1830
		Fair	1.25000^*	.14175	.000	.8113	1.6887
		average	.76111 [*]	.12177	.000	.3843	1.1379
		good	.41847*	.11136	.008	.0738	.7631
		Fair	70336 [*]	.15562	.001	-1.1849	2218
	Danie	average	-1.02698*	.13792	.000	-1.4538	6002
	Poor	good	-1.38119 [*]	.12895	.000	-1.7802	9822
Integrity		excellent	-1.74139 [*]	.14166	.000	-2.1798	-1.3030
		Poor	.70336*	.15562	.001	.2218	1.1849
	Fair	average	32362	.13705	.235	7477	.1005
		good	67783 [*]	.12801	.000	-1.0740	2817
		excellent	-1.03803 [*]	.14081	.000	-1.4738	6023
	average	Poor	1.02698^*	.13792	.000	.6002	1.4538
		Fair	.32362	.13705	.235	1005	.7477

Table B25 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Passion.

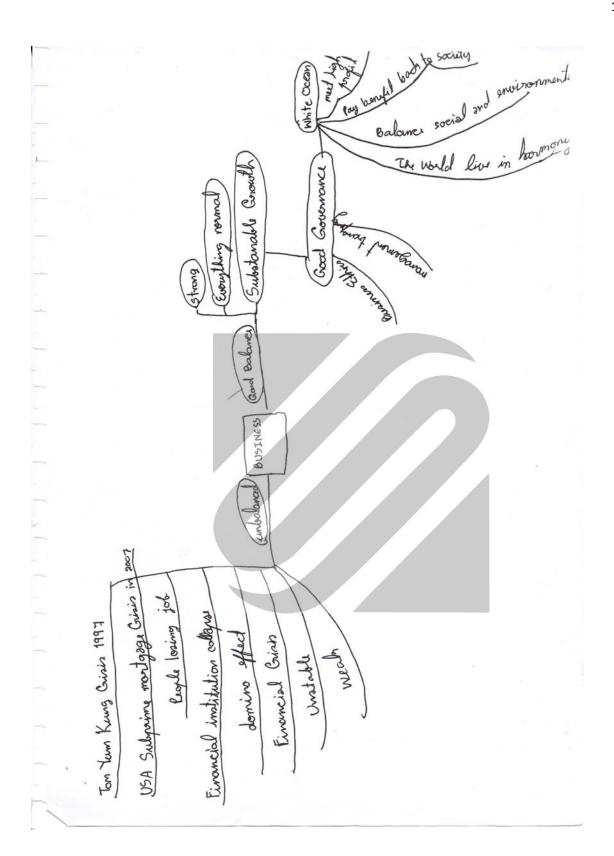
Dependent Variable	(I) WOS inspiration	(J) WOS inspiration	Mean Difference (I-J)	Std. Error	Sig.	95% Con Inte Lower Bound	
	-	good	35421*	.10579	.026	6816	0268
		excellent	71441*	.12096	.000	-1.0887	3401
		Poor	1.38119*	.12895	.000	.9822	1.7802
	and	Fair	.67783*	.12801	.000	.2817	1.0740
	good	average	.35421*	.10579	.026	.0268	.6816
		excellent	36020*	.11062	.033	7025	0179
		Poor	1.74139*	.14166	.000	1.3030	2.1798
	awaallant	Fair	1.03803*	.14081	.000	.6023	1.4738
	excellent	average	.71441*	.12096	.000	.3401	1.0887
		good	.36020*	.11062	.033	.0179	.7025
	Poor	Fair	78146 [*]	.14897	.000	-1.2425	3205
		average	-1.08921*	.13203	.000	-1.4978	6806
		good	-1.53363*	.12344	.000	-1.9156	-1.1516
		excellent	-1.96967*	.13561	.000	-2.3893	-1.5500
	Fair	Poor	.78146*	.14897	.000	.3205	1.2425
		average	30775	.13119	.242	7137	.0982
		good	75217*	.12254	.000	-1.1314	3730
		excellent	-1.18821*	.13479	.000	-1.6053	7711
Individual	ovoro do	Poor	1.08921^*	.13203	.000	.6806	1.4978
Social		Fair	.30775	.13119	.242	0982	.7137
Responsibilit	average	good	44442*	.10127	.001	7578	1310
y		excellent	88046 [*]	.11580	.000	-1.2388	5221
		Poor	1.53363*	.12344	.000	1.1516	1.9156
	good	Fair	.75217*	.12254	.000	.3730	1.1314
		average	.44442*	.10127	.001	.1310	.7578
		excellent	43604*	.10590	.002	7637	1083
	excellent	Poor	1.96967*	.13561	.000	1.5500	2.3893
		Fair	1.18821^{*}	.13479	.000	.7711	1.6053
		average	.88046*	.11580	.000	.5221	1.2388
		good	.43604*	.10590	.002	.1083	.7637

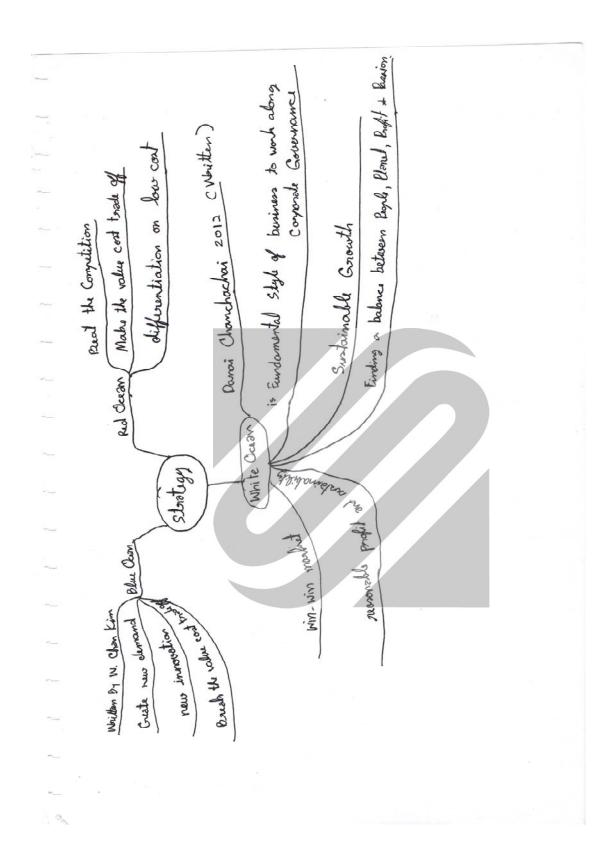
Table B26 The Comparison of White Ocean Strategy Practicing of SCG Employees divided by Passion.

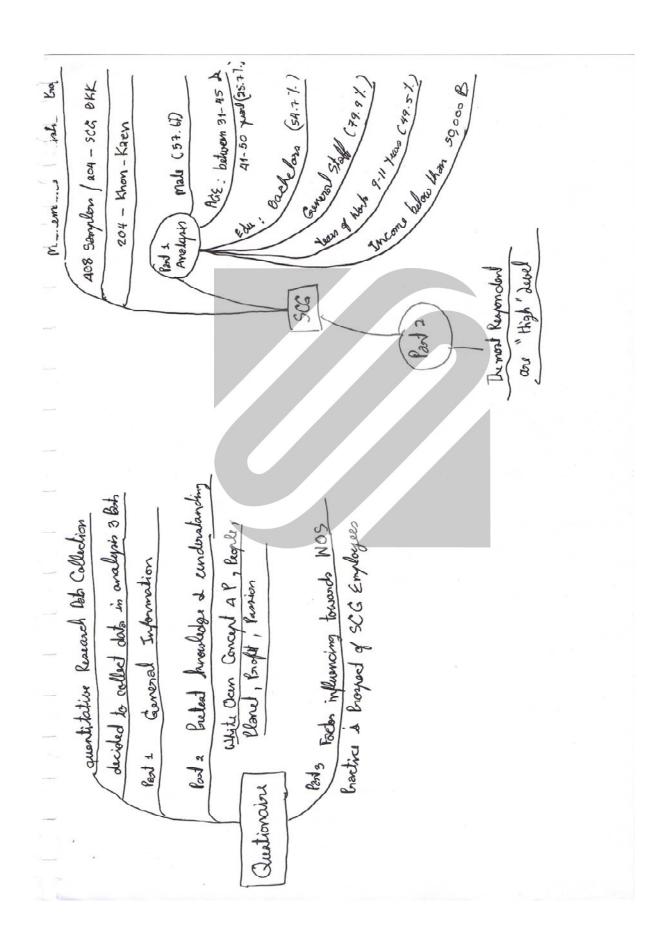
Dependent Variable	(I) WOS inspiration		(J) WOS inspiration	Mean Difference (I-J)	Std. Error	Sig.	95% Con Inte Lower Bound	
			Fair	79412 [*]	.14920	.000	-1.2558	3324
	_		average	-1.11778*	.13223	.000	-1.5270	7086
	Poor		good	-1.48417*	.12363	.000	-1.8667	-1.1016
			excellent	-1.94615*	.13582	.000	-2.3664	-1.5259
			Poor	.79412*	.14920	.000	.3324	1.2558
	Fair		average	32366	.13140	.196	7303	.0830
		good	69006*	.12273	.000	-1.0699	3102	
		excellent	-1.15204*	.13500	.000	-1.5698	7343	
Lead new	average	Poor	1.11778*	.13223	.000	.7086	1.5270	
business		70	Fair	.32366	.13140	.196	0830	.7303
trends		good	36639 [*]	.10143	.012	6803	0525	
tienus		excellent	82838*	.11598	.000	-1.1873	4695	
			Poor	1.48417*	.12363	.000	1.1016	1.8667
	good	Fair	.69006*	.12273	.000	.3102	1.0699	
		average	.36639*	.10143	.012	.0525	.6803	
		excellent	46198 [*]	.10606	.001	7902	1338	
			Poor	1.94615*	.13582	.000	1.5259	2.3664
	excellent	Fair	1.15204^*	.13500	.000	.7343	1.5698	
		average	$.82838^{*}$.11598	.000	.4695	1.1873	
		good	.46198*	.10606	.001	.1338	.7902	

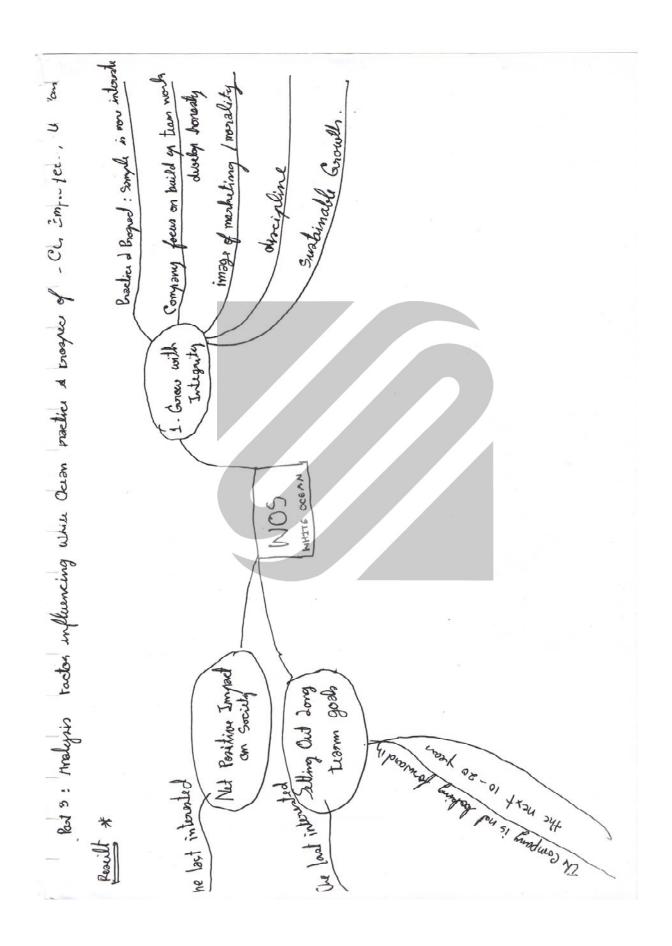
st. The mean difference is significant at the 0.05 level.

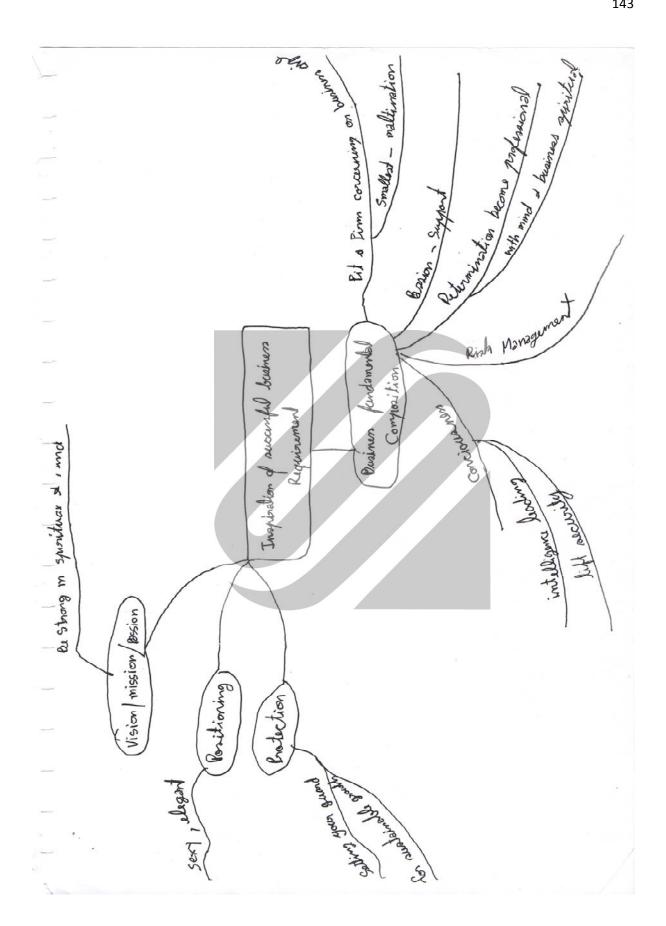
APPENDIX D
MIND MAP











BIOGRAPHY

NAME Katanchalee Sithiprom

DATE OF BIRHT 11Septermber 1972

EDUCATION

YEAR Master of Business Administration

2014

YEAR Bachelor Degree

1992

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