

# **LEARNING CENTER AS INNOVATIVE PUBLIC RELATION TOOL FOR THAILAND 4.0 STAKEHOLDER ENGAGEMENT 2 CASE STUDIES: BANK OF THAILAND LEARNING CENTER AND EGAT LEARNING CENTER**

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## **ABSTRACT**

This paper aims to examine the role of learning center in Thailand. The two case studies were selected, Bank of Thailand Learning Center and EGAT Learning Center. Qualitative research design was used. Data collection methods were document review and in-depth interview. The result shows that learning center is an innovative public relation tool, which delivers experiential corporate communications to corporate or government organization stakeholders. In essence, learning center is an experience provider using integrated design such as environmental design, architectural design, content strategies and storytelling design to create both brand awareness and brand image. Learning center provides integrated online and offline new media, such as computer, internet, social media, games, infographic, etc. The content of learning center shows the mission, the vision and the corporate values in Thailand, all of which drive the corporate toward the creation of exhibitions and new media designs to deliver experiences to prospects. Consequently, the target audiences gain brand awareness, leading to brand preference and positive attitudes toward the corporate. By this reasoning, learning center is one of the innovative public relation tools for Thailand 4.0 stakeholder engagement.

**Keywords:** 1) Learning Center 2) Innovation 3) Public Relations 4) Stakeholder Engagement 5) Experiential Corporate Communication

## **1. Introduction**

Public relations is strategic relationship management between organizations and publics (Chia and Gae, 2012). In Thai society, the golden age of public relations (1983-2014) evoked the rise of public relations and corporate communications in private sector, government sector and public relations consulting firms (Tantivejakul, 2014), where public relations was implemented with other communication strategies to create public awareness, corporate image and corporate social responsibility (Pitipatanacozi, 2000). Srisai (2011) realized that Information and Communications Technology (ICT) as a communication channel had limited impact, and that public relations practice in Thai context mainly emphasized personal and social relations. Which is why, Public relations in Thai context has been consisted of PR knowledge, tactics and activities applied to unique Thai culture. (Srisai, 2011; Tantivejakul, 2014).

Public relations in today digital age, technology and innovation is a part of people's everyday life. Therefore, corporate communication executives adapt public relations management with media strategies about channel and content to match with stakeholders' media exposure by choosing the media that engage and interact with the public.

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In this article, learning center's role as an innovative public relations tool for digital society Thailand 4.0 was examined. Bank of Thailand Learning Center and EGAT Learning Center are the two case studies.

## 2. Literature Review

### **Public Relations in disruptive technology era**

Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics (Public Relations Society of America definition), which involves institutional reputation (The Chartered Institute of Public Relations in the United Kingdom: CIPR definition), corporate image, and brand image. Despite several definitions, significant components of public relations are planned deliberate activities, based on good performance which serve both corporate and public interest via two-way communication and management function (Taiphapoon, 2018).

Public relations management has many roles and functions in an organization such as counseling in corporate communications, research for corporate communication strategies, media and other commentators relations, publicity, employee / member relations, community relations, customer relations, public affairs, government affairs, issue management, financial/ shareholders/ investor relations, industry or trade relations, development / fund-raising, special events, marketing communications (Chia and Gae, 2012; Theaker, 2016; Pitpreecha, 2017).

In Thailand, the term public relations department are increasingly replaced by corporate communication, social responsibility department. Corporate communication plays a key role in how investors, employees and the general public perceive a company. They often report directly to a company's chief executive officer and serve as advisers in managing the company's reputation. (Frederick, 2018). This article, "public relations" term is used to describe managerial roles that shape an organization image and involve institutional reputation.

In the past, public relations tools or public relations media were categorized in various aspects based on media controllability, media types or forms and communication channels. (Wongmontha, 2003 ; Boonchutima, 2018 ; Taiphapoon, 2018). Public relations tools categorized by media types are as follows; press release or news release, photo release, advertising, training, seminar, brochure or leaflet, contest, display, sales promotion, event, philanthropy and sponsorship, documentary, staff, premium, direct marketing, roadshow, open house, website, social media, branded content and guerilla public relations (Taiphapoon, 2018). According to these public relations tools, staff is the most effective public relations tool because it is a personal media that has immense persuasive power, since face-to-face communication creates mutual understanding (Wongmontha, 2003; Taiphapoon, 2018).

Nowadays in disruptive technology era, the convergent media landscape is based on audience media exposure and interaction, public relations tools can be defined by several dimensions as in table 1.

**Table 1:** An Integrated Public Relations Model, The variety and scope of media and communication tools.

← Mass Communication  
High technology, perceptually based,  
Low social presence, Asynchronous

Personalized Communication→  
Low Technology, Experientially  
based, High social presence,  
Synchronous

Public media	Controlled Media	Interactive Media	Events	One-to-One Communications
<b>Key Uses in a Communication Program</b>				
Build Awareness; Enhance credibility	Promotion; provide detailed information	Respond to queries, Exchange information; Engage users	Motivate participants; Reinforce existing beliefs, attitudes	Obtain commitment, Negotiation, Resolution of problems
<i>Publicity / Advertising / Advertorial</i> Newspapers Radio Television Directories Online VDO advertising Venue signage Online Video Ad.	Brochures Newsletters Annual report Direct mail Exhibit and display Point of purchase	Media sharing sites Wikis E-newsletter E-Magazine Social networking site Intranets and extranets Forum (chat group)	Meeting conference Speeches / Presentation Trade shows / exhibitions Sponsored events Contests Recognition award programs	Personal visit / lobbying Telephone calls Correspondence

**Source:** Wilcox et al. Public Relations Strategies and Tactics. Pearson Education Limited, 2015. P. 199. adapt from Professor Kirk Hallahan, Colorado State University.

Public relations trends and challenges in 21<sup>st</sup> century derived from digital transformation. People have smart life that always connect them with others in online and offline activities, which enables connected information and two-way communication in real time (Issarapakdi, 2016). From interpersonal to group communication, people engage in public information and relationship building among each other in equal. Digital technology facilitates organization and public communication directly through social media in narrative or storytelling style (Chia and Synnott, 2012; Issarapakdi, 2016). Big advertising campaign diminished, and public relations become the main corporate communication implemented in special events. Both corporate and target audiences can publicize their own content or opinion on social media such as Facebook, Twitter, and Flickr, to tag online publicity. Integrated public relations model can be compared in audience engagement, directionality of communication, effectiveness and other dimensions in Table 2.

**Table 2:** An Integrated Public Relations Model. Comparison of Five Major Media Groups

	<b>Public media</b>	<b>Controlled Media</b>	<b>Interactive Media</b>	<b>Events</b>	<b>One-to-One Communications</b>
Social presence, ties to others	Low	Low	Moderate	High	High
Basis for judgement	Perceptual	Perceptual	Perceptual and Experiential	Experiential	Experiential
Directionality of communication	One-way	One-way with potential to include response mechanisms	Potentially two-way	Quasi-two way	Two-way
Synchronicity (Real time vs. delayed)	Mostly asynchronous	Asynchronous	Synchronous	Synchronous	Synchronous
Technological Sophistication	High	Moderate	High	Moderate	Low
Audience Engagement	Low	Low-Moderate	Moderate-High	Moderate	High
Reach	High	Low-Moderate	Low-Moderate	Low	Low
Key challenges for use, effectiveness	Competition for attention, media clutter	Design, distribution	Availability accessibility	Attendance, atmosphere	Empowerment of organization representative,

**Source:** Wilcox, et al. Public Relations Strategies and Tactics. Pearson Education Limited, 2015, p. 200. adapt from Professor Kirk Hallahan, Colorado State University.

### **Events and displays as public relations tool and tactic directly for stakeholder**

Stakeholder means a person, group or organization that has interest or concern in an organization. Stakeholders can affect or be affected by the organization's actions, objectives and policies (<http://www.businessdictionary.com>). Stakeholder refers to internal and external organization publics, such as employees, stockholders, community members, regulators, exchange partners which may be suppliers or customers (Chaisamret, 2015).

Developing relationship with stakeholders, organizations implement several public relations tool to draw attention and contribution from target audiences. According to corporate communications directors in Thai private sector, special event for customer relationship management is the most effective activity in Thai culture. Special events include corporate social responsibility activities such as reforestation (PTT Plc.), road show (DTAC), knowledge development activities such as youth camp (SE-Ed), SMEs training and seminar for SMEs (K Bank) (Benjarongkakit, 2009). Events are a vital public relations tool that have greatest value of the audience participation; face-to-face in real time, as Target audiences use all five of their senses – hearing, sights, touch, smell and taste (Dennis L. Wilcox et al, 2015; Chatratichart, 2013).

Special events for public relations are categorized in 3 levels: product event, corporate event and community event. Product event create for sales promotion and connection with customers. Corporate event create for organization reputation and image. Community event create for community or social contribution (Lotongkam, 2007 refer in Chatratichart, 2013).

Apart from special events organized inside and outside organization, Thai state enterprises and leading private companies create open houses, plant tours and special exhibitions. Open houses show organization performances, which develop favorable public opinion about an organization, whereas special exhibitions are the source of

knowledge sharing to the public. All of these activities aim for corporate good governance image and reputation, which is why, Thai leading corporations, The Stock Exchange of Thailand (SET) and listed companies in SET allow public company visit; for example, PTT Plc., Thairath, Toyota, Osotspa, AIS etc.

Some special events select specific stakeholders as target groups, for example; Electricity Generating Authority of Thailand (EGAT) organizes World Environmental Day every year and invites community academy to visit the head office to see special event and exhibition. Leading companies have Children's Day special event. Manufacturing corporations in local province have Father's Day or Mother's Day in their plant opening for community. Special events are a famous public relations tool for Thai public relations practitioners because it helps organization get closer to target groups and draw media attention (Srisai, 2011).

To disseminate organization information at a headquarter, branch or factory in the reception space such as reception room, hall of fame or show room, Government agencies and corporation have sites for displays and exhibits to perpetuate its memories, receive visitors, and show its performance. Display and exhibition use integrated media to present corporate information. Display is one of public relations tool served to perpetuate organizational memory about shared history and sense of identity (Cutlip et al, 2006)

Thai leading organizations go beyond open houses, special events and display; they established museum or learning center for stakeholders to understand their social benefits and values, for example, Faculty of Medicine at Siriraj hospital: Mahidol University set up Siriraj museum in hospital development plan to excellence medicine institution in South-East Asia (Wijitjamari, 2016). PTT Plc founded Princess Maha Chakri Sirindhorn Herbal Garden in PTT gas separation plant at Rayong, which served as the source of Thai herbal knowledge and the place for recreation since 1984. IRPC at Rayong province set up IRPC community learning center for community relations affair in 2009. The Stock Exchange of Thailand (SET) created Investory or Investment Discovery Museum for social benefits of financial literacy in 2013.

### **Learning Center in Thai Context**

In Thailand, both learning center and museum are used as the learning resources. The definition of museum according to International Council of museums is a non-profit, permanent institution in the service of society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study and enjoyment (ICOM, 2007). Recently, museum means a place where people can come in and discover the knowledge by themselves through interestingly integrated display of medias. (Samudavanija,2006).

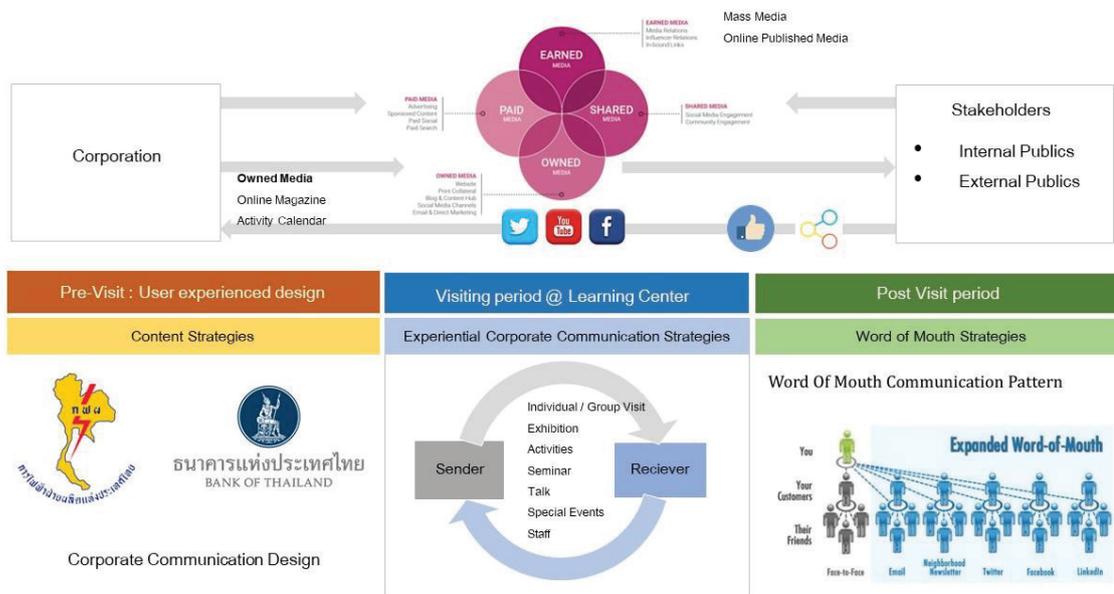
The term "**learning center**" in western means the place where students can be taught to become more efficient and effective learners (National College Learning Center Association definition, learning support centers in higher education website, [www.Ische.net](http://www.Ische.net)). Broader meaning of learning center is resources center for all research, technology transfer, and information services for research. (Chareonwongsak, 2007). But **learning centers in Thai context** set up objectives that are mostly for social development. The term learning center in Thailand is used to describe various types of learning philosophies. In non-formal and lifelong learning area, community learning center is where community runs non-formal and informal education activities to provide learning opportunity, convey knowledge, and act as a knowledge sharing platform (Office of the Non-Formal and Informal Education Ministry of Education, 2012).

Previously, learning centers in Thailand were established by government sector and state enterprises, for example; sufficiency economy learning center was set up by Community Development Department, Ministry of Interior. ICT community center was set up by Ministry of Economy and Society. Some museums or learning centers in Thailand are founded by special act corporations and private sector, for example; The Golden Jubilee of King Rama 9 Museum was set up by The Golden Jubilee Museum of Agriculture Office (Public Organization). Thai Health Center was set up by Thai Health Promotion Foundation, Inventory or Investment Discovery Museum was set up by The Stock Exchange of Thailand, Sirinart Rajini Ecosystem Learning Center, Prachuab Khiri Khan was set up by PTT Public Company.

Learning center in Thai context is established for knowledge and social development objectives; furthermore, it is a public relations tool for stakeholder engagement.

In this article, Bank of Thailand Learning Center, set up by Bank of Thailand and EGAT Learning Center, set up by Electricity Generating Authority of Thailand (EGAT), are the two learning center case studies in public relations aspect.

### 3. Conceptual Framework



### 4. Research Questions

- RQ 1: What are the Learning Center establishing objectives? Which stakeholders do Learning Center serve for?
- RQ 2: What are the major strategies the organization applied through Learning Center?
- RQ 3: Did learning center management team design users' experience? What are the main user experiences that learning center served for?

### 5. Research Methodology

Qualitative research methodology. In-depth interview and documentary sources are the two data collections.

## 6. Results

### **RQ 1: What are the Learning Center establishing objectives? Which stakeholders do Learning Center serve for?**

Bank of Thailand Learning Center or BOT Learning Center locates at Chao Phraya riverside near Rama 8 Bridge, Bangkok. The building was renovated from the first banknote printing building which represents national economic development history and corporate identity. This learning center was set up with the aim to be sparking and inspiration space of learning. Opening BOT Learning Center shows Bank of Thailand open door policy for public welcome (Bank of Thailand Annual Report, 2017).

Objectives of BOT Learning Center establishment are public space for knowledge and experiences sharing in the era of sharing economy. (Veerathai Santiprabhob interviewing in Phra Siam Magazine, Vol 1 / 2018, January 2018). It will be the place for knowledge sharing, mutual understanding and building confidence to publics. BOT Learning Center project was initiated by prior Deputy Governor for Corporate Support Services and Banknote Management, Mrs. Thong-Urai Limpiti, she realized historical context value of this old building block and set up renovation project to keep Bank of Thailand prestigious history through the banknote printing building, thereby, transformed the building to a creative learning center, recreation areas and BOT experience (it means, know BOT roles, author) by changing the building function to Monetary Museum. Thus, BOT Learning Center helps establish a common understanding and building confidence about Bank of Thailand among publics. (Thong-Urai Limpiti, Deputy Governor, interviewing in BOT Magazine, Vol 4 / 2016, July-August)

The stakeholders that BOT Learning Center connected to are publics or Thai citizen, monetary financial institutions, government agencies, and mass media. Each stakeholder involves with Bank of Thailand in various aspects (Veerathai Santiprabhob Bank of Thailand Governor interviewing in BOT Magazine, Vol 1 / 2018, January 2018).

*“BOT core values are principles, visions, collaboration and humility. BOT engaged closely with monetary financial institution as regulator but we have less awareness about our mission from publics, the publics cannot reach us and vice versa. Though our roles are involved in public daily lives, people are not acknowledging it. We aimed to create public space for financial inspirations, collect financial knowledge and communicate our roles to publics.” (Prapakorn Wannakanok, interview on August 28, 2018)*

EGAT Learning Center locates at Chao Phraya riverside near Rama 7 Bridge beside EGAT Headquarter, Nonthaburi Province. Its master plan and building were newly designed by in-house designers. EGAT previously has 4 learning centers in regional power plants and mine. Each leaning center displays permanent exhibition about EGAT missions and corporate social responsibility projects by area. This learning center aims to be learning resources of Thailand and global energy management. Besides energy management knowledge, EGAT Learning Center is an energy conservation building according to LEED's (Leadership in Energy and Environmental Design) standard and universal design for all standards, it is an energy conservation building model in EGAT Eco Plus or EGAT smart city project.

Objectives of 8 locations EGAT Learning Center establishment are energy learning resources and public relations media for corporate mission (EGAT Annual report 2017, p. 119). EGAT was founded since 1969 and is a learning organization in energy management. EGAT has research unit for innovation products or process development and implement many projects about energy knowledge continually. For examples, green learning room and green school, low carbon school project, green school camp. EGAT has strategic plan to build research and innovation into commercial, develop renewable

and new energy business. In the future, EGAT will implement strategic objective trust and pride of the nation to create good community relationship with society. ([www.egat.co.th](http://www.egat.co.th)).

EGAT stakeholders can be separated into 2 main groups, internal and external publics. Internal publics are existing employees, retired employees, and contractual employees. External publics are EGAT existing and new partners, suppliers, customers, local people or community around the power plant, government agencies, mass media and the overall Thai people. EGAT corporate communication department (EGAT CC.) didn't connect to all stakeholders, but instead usually connects with government agencies, mass media and internal publics. However, EGAT CC is accountable for special or crisis issues management. The other two parts of public relations area, community relations and environmental project, are the responsibility of the other two departments separated from corporate communication department. EGAT Learning Center at headquarter, Nonthaburi province, on the other hand, serves all stakeholders of EGAT.

### **RQ 2: What are the major strategies the organization applied through Learning Center?**

Planning for a 3 years strategic plan (2017-2020), Bank of Thailand (BOT) had public hearing process from internal and external publics. BOT set up 4 strategic questions to find out the answers: the first, "*why BOT must change?*", the second, "*in what direction the change of BOT should be?*", the third, "*how to evaluate strategic plan success?*", and finally, "*how to implement for desired results?*". Furthermore, BOT ensured organization's direction, work procedure and key performance indicators (BOT Magazine Vol 4 /2016, July-August).

The 3 year strategic plan of Bank of Thailand has 12 topics. The twelfth is to strengthen stakeholder engagement. To achieve the 12<sup>th</sup> strategic plan topic, Bank of Thailand places importance on public opinion; listening to various stakeholder viewpoint, so BOT can fulfill the central bank obligations and solve the main issues that stakeholder emphasized.

*" ... Communication in disruptive technology era is the new challenge to BOT's staffs. According to diversity expectations from society and changing communication landscape, BOT must revised communication strategies and process, add necessary communication skills in 21<sup>st</sup> century especially social media communication ... "* (Veerathai Santiprabhob Bank of Thailand Governor interviewing in BOT Magazine, Vol 4/2018, July-August). Bank of Thailand adds news feed and corporate operations in BOT website platform and creates 3 social media channels (Facebook, Twitter and YouTube) to serve stakeholder media habit of getting short news caption. (BOT Magazine Vol 4/2016, July-August Opening BOT Learning Center for a complete financial and economic learning resource is one of the 12<sup>th</sup> strategic plan implementations. (BOT Magazine Vol 4/2016, July-August).

*" BOT Learning Center doesn't only scope out financial economics knowledge, visitors can get versatile knowledge that connected to their working lives, for example, information technology, computer science, mathematics, risk management, corporate management and laws. Another major task of BOT which exhibits in the learning center is printing and managing banknotes, visitors get knowledge in science, engineering, management and arts aspects. In daily lives, we may not notice how exquisite banknotes are, Thai banknotes are also another Thai identity"* (Nawaporn Maharagkaga, Assistant Governor, Planning and Budgeting Group, interviewing in BOT Magazine Vol 6/2016, November-December).

*" Sharing knowledge from BOT to publics and between publics are BOT learning center objectives.... Besides museum and library, we provide other activity spaces, such as mini seminar space, co-working space, meeting rooms and beautiful Chao Phraya*

riverside terrace.... Though Bank of Thailand is the central bank, we want to listen to the publics. BOT Learning Center is not a one-way knowledge given place but it is the place where we can exchange knowledge with people” (Prapakorn Wannakanok, Director, Financial Literacy Department, interviewing in Re-Place column, The Cloud, January, 2018).

In 2015, Electricity Generating Authority of Thailand (EGAT) set up EGAT Learning Center to serve “ Learning for Society” or L4S strategy. EGAT has L4S Board of Committee set up policy for all of learning center projects in unity, which shows EGAT identity and corporate image. Recently EGAT strategic directions and objectives under the 14<sup>th</sup> governor Mr.Viboon Rerksirathai, EGAT Learning Center serves under “being a caring organization for society and environment” strategic direction and EGAT Learning Center is one of public relations tool in strategic plan. (www.egat.co.th)

**Table 3:** BOT Learning Center and EGAT Learning Center fact sheet

Topics	BOT Learning Center	EGAT Learning Center
1. Owner	Bank of Thailand	Electricity Generating Authority of Thailand
2. Location	Chao Phraya riverside, near Rama 8 bridge	Chao Phraya riverside, near Rama 7 bridge
3. Stakeholders	Internal and external Publics External publics :- - Thai citizen - Business Sectors - Financial institutions - Government agency - Mass media	Internal and external Publics External publics :- - Community - Business partners - Government agency - Mass media
4. Set-up objectives	- Knowledge sharing and Inspiration space. - The third place for publics - The place for BOT and stakeholder engagement	- Power learning center for all - Model of energy conservation in EGAT Eco Plus.
5.Strategy that learning center serve for	- strengthen stakeholder engagement.	- being a caring organization for society and environment.
6. Department that take responsibility	-Financial Literacy Department	- Corporate Communication Department
7. The main user experience / wanted perception	- Bank of Thailand and Governor play an important roles along Thailand social and economic development history.	- EGAT mission, the nation’s good governance generates electricity for Thai Happiness
8. Learning center space functions	<u>Indoor spaces</u> Part 1 Bank of Thailand Museum - Banknote printing Exhibition / BOT storytelling - BOT Experience (roles and responsibility) - Monetary exhibition - Mini Seminar Space	<u>Indoor spaces</u> -Permanent Exhibition -Temporary Exhibition -Activity Room -Auditorium -Green roof

Topics	BOT Learning Center	EGAT Learning Center
	<ul style="list-style-type: none"> <li>- Governor press conference in casual mood</li> <li>Part 2 Prince Vivadhanajaya Library</li> <li>Part 3 Bank of Thailand Archives</li> <li><u>Outdoor spaces</u></li> <li>-Chao Phraya riverside terrace</li> </ul>	<ul style="list-style-type: none"> <li><u>Outdoor spaces</u></li> <li>- Chao Phraya riverside park</li> <li>- Electricity Free Charging Station for Bangkok Mass Transit Authority Buses.</li> <li>- Green wall</li> </ul>

**RQ 3: Did learning center management team design user experiences ? What are the main user experience that learning center served for?**

*“BOT Learning Center had consumer insight research; we have feasibility studies that lead us to the position where this learning center integrating the learning space and public space together. BOT applied research results in BOT Learning Center to design developing process. We had many discussions with Creative Crews-architectural firm to provide public sharing spaces. Financial Literacy Department, in charge of this project, had been working with architects to adjust interior design spaces and functions. After our launch to public in January 2018, BOT Learning Center is famous for its library and co-working space.” (Prapakorn Wannakanok, Director, Financial Literacy Department, interview on August 28, 2018).*

*“ Our survey research shows us that consumers’ expectation is a WOW factor, learning center should be convenient and accessible, library should have strong attractions toward the users. We studied library from both service providers and users, talk with our library prospects: economists and others, we visited other museums such as Siriraj Hospital and Museum Siam. Before we announced Term of Reference (TOR) BOT Learning Center exhibition design competition, we studied space simulation, users accessibility - non accessibility areas and area functions” (Thong-Urai Limpiti , Deputy Governor, interviewing in Phra Siam Magazine, Vol 1 / 2018, January-February).*

The main user experience that BOT Learning Center evoked is that Bank of Thailand play important roles along Thailand social and economic development history. Bank of Thailand takes responsibility for nation macroeconomics, micro-stability and financial stability. Besides user experience about BOT roles and responsibility, BOT Learning Center facilitates Bank of Thailand staffs to change their mindset in sharing economy era. Opening Bank of Thailand door is a corporation policy. Not only does the learning center allow publics engagement, but it also creates a new social media channel that connects to stakeholders.

EGAT Learning Center project operates under the Learning for Society strategy, design and construction management department of EGAT run this project. EGAT architects and engineers designed architectural and engineering system. After building design process, EGAT selected exhibition design by design competition. Plan Motif Co., Ltd. was the design competition winner and created the storyline of “look for sustainable lights” that lead user experiences. Though EGAT didn’t do the concept test with prospects before the exhibition design process, EGAT studied internal and external public experiences for 2 months on the job training programs after exhibition construction finished. Users enjoyed learning and simply having fun. Students in sample group liked storytelling by the 2 mascots: Happy and Power, who led them to the future to find out sustainable lights.

The main user experienced that EGAT Learning Center served for: EGAT mission, the nation’s good governance generates electricity for Thai Happiness; power management experiential learning.

**Table 4:** Media and Public Relations Tool in BOT Learning Center and EGAT Learning Center for experiential corporate communication.

	<b>Media , Public Relations Tool and Facilities</b>	<b>BOT Learning Center</b>	<b>EGAT Learning Center</b>	<b>Notes</b>
Experiential Corporate Communication	<b>Library</b>			
	- Co-Working Space			
	- Online media	/	-	
	- Books / Journal and other printed media		-	
	- Audio Visual Media		-	
	<b>Archive</b>			
	- Online media	/	-	
	- Printed media and document	/	-	
	<b>Exhibitions / Events / Spaces in learning Center</b>			
	Collections Display	/	-	
	Projection Mapping Technic (project image on object / wall / relief / machine)	/	/	
	4 D Movies	-	/	
	Movies and 2 D animation	/	/	
	Replica	/	-	
	Model	/	/	
Graphic board	/	/		
Audio guide for visitors	/	-		
Landscape : park , river view	/	/		
Experiential Corporate Communication	Electricity Charging Station	-	/	
	Game Based Learning Media	/	/	
	Computerized Learning Media	/	/	
	Interactive Media : touch / hit	-	/	
	Guided tours	/	/	
	Company Visit	/	/	
	Open house	/	/	
	Staff Volunteers	/	-	
	Special Events	/	/	
	Seminar	/	-	
	Talk	/	-	
	Press Conference	/	-	
	Meeting Rooms	/	-	
	Activity Room	-	/	
	Auditorium	/	/	
	Personalized e-mail to visitors	-	/	
	Learning Center and affiliations Website	/	/	BOT has 3 webpage www.bot.or.th, www.botlc.or.th, www.1213.or.th
Organization Official Facebook	/	/	BOT: www.facebook.com/ bankofhailandofficial EGAT: ww.facebook@EGAT.Official	
Learning Center Facebook	-	/	EGAT Learning Center	
Twitter	/	-	@bankofthailand	
YouTube	/	-	Bank of Thailand	

## 7. Conclusion

Thai leading corporations set up learning centers for knowledge sharing resources. Learning center has public spaces, exhibition and activities designed for stakeholders. Besides providing lifelong learning education, Thai corporations learning centers are innovative public relations tool for Thailand 4.0 stakeholder engagement. Bank of Thailand Learning Center and EGAT Learning Center provide experiential corporate communication by using many public relations tools like exhibition, seminar, events, open house, staffs and displays. The learning centers' performance comes from communication effectiveness of integrated media.

### Managerial Implications

In this study, an analysis was carried out to understand the role of learning center as public relations tool for Thai leading company. In addition to that, in order to unleash its effectiveness, top executive of corporate communication should include learning center in a strategic plan integrated with other public relation tools such as traditional events, open house for community, press tour, sponsorship for sports or academic competitions, etc. In this article, 2 case studies are both service based corporation; Bank of Thailand is a monetary regulator while EGAT is an electricity generator. While their services cannot be easily seen by publics, learning centers play a key role in brand identity because they enable stakeholders to communicate with corporate staffs, see innovative corporate technology and directly get the impression with exhibition and event.

Another implication of this study is that, not only does corporate learning center communicate today contents, it also promotes corporate future directions, for example, EGAT displays Nuclear power plant in Zone 6 exhibition.

Further research should be studied in receiver aspect to examine the brand concept and target audiences' attitude towards corporation.

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