

DOI: <https://doi.org/0.63332/joph.v4i3.3069>

The Antecedents of the Success of the Elderly Care Home Business in Bangkok and the Surrounding Areas

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Abstract

The results of the research found that 1) the level of support from the government sector's Executive Leadership Management Service innovation at the highest level and the success of the elderly care home business are at a high level. 2) Influence of government support, executive leadership, management, and service innovation that affect the success of the elderly care home business. There are calculated statistical values. Chi-square value = 70.00, $df = 57$, $p\text{-value} = 0.116$, $GFI = 0.97$, $AGFI = 0.94$, $RMR = 0.016$, $RMSEA = 0.028$, $CFI = 1.00$, and $CN = 355.21$. The results of the study will be used as a guideline. To further develop the business of elderly care facilities in Bangkok and surrounding areas.

Keywords: Success, Elderly Care Business, Bangkok and Surrounding Areas.

Introduction

World Population Prospects: the 2015 Revision (UN, 2015) The number of elderly people is reported to be increasing rapidly in all countries and regions. The increase in the elderly population is growing at a rate higher than that of other age groups, resulting in the elderly population accounting for a larger proportion of the population than the children and working-age population. This is a result of demographic policies from 50 years ago. It is also projected that by 2030, the world's population aged 60 and over will number 1.4 billion and will increase to 2.1 billion by 2050. of these, 434 million are over 80 years old. Demographers estimate that by 2030, 1 in 6 people worldwide will be elderly. In Europe and North America, 25 percent of the population will be elderly. While Oceania has 20 percent of its population aged, Asia, Latin America and the Caribbean has 17 percent of its population aged, and Africa has only 6 percent of its population aged. This phenomenon has raised concerns among governments of all countries about how to shoulder the burden of an aging population with the high cost of health care and quality of life.

The first National Elderly Development Plan, initiated in 1977, focused on ensuring that the elderly have good health, social security, and income, as well as providing social welfare services. Later, in 1999, Thailand announced the Thai Elderly Declaration as a commitment to ensure that the elderly have a good quality of life, are protected, and have their rights upheld, which was established as the 2nd National Elderly Plan for 2002-2021. The objective of the plan is to promote the elderly's well-being by enabling them to live a valuable life with dignity, be self-reliant, and enjoy stable security. At the same time, the plan aims to encourage Thai society to recognize the elderly as individuals who contribute positively to the community and to

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enhance their value as a force in societal development by setting five strategic areas and 18 main measures.

The government has facilitated access to public health services for the elderly, promoting good health through convenient at-home services provided by the health network system at all levels, starting from the sub-district level. It promotes the involvement of public health volunteers in caring for and advocating disease prevention among elderly individuals with chronic illnesses, disabilities, or those bedridden and unable to assist themselves. Elderly individuals with chronic conditions represent the primary target group for home care services. Upholding the belief that Thai society functions like a family, health services in Thailand do not prioritize investments in nursing homes for the elderly (Yaowalak Prapakham and Supattra Atipothi, 2000). Consequently, the development of health service models emphasizes community integration and supports volunteer projects aimed at elderly care. In 2015, Thailand had over 80,000 volunteer caregivers active within communities to support the elderly. Government agencies encourage knowledge sharing among family members and volunteers on how to care for dependent elderly individuals, those with chronic diseases, and bedridden seniors. The government has allocated funds to establish the Community Elderly Quality of Life Development and Career Promotion Center (CQDC) in every province, aiming for these centers to serve as locations for community elderly activities that enhance both physical and mental health quality of life.

The commitment to long-term care for the elderly has been continuously implemented by government agencies through numerous research funds, such as the prototype of the integration of long-term care systems for the elderly with dependence (Wiphaphon Phothisiri et al., 2016). Development of standards and guidelines for providing services to dependent elderly people in long-term care facilities (Siriphan Satsat et al., 2015) Study of readiness and needs of patients discharged from general and regional hospitals under the Ministry of Public Health: a one-day survey (Suwanee Wiwatwanich et al., 2012) A review of health and long-term care documents for the elderly related to the law (Kunungnit Sribuaiaim, 2011) Development of a screening form for the elderly who are dependent on the village health volunteers. Synthesis of the long-term care system for the elderly in Thailand (Samrit Srithamrongsawat et al., 2010). A model for the practice of long-term care for the elderly in service facilities in Thailand.

The researcher is therefore interested in studying. The Antecedents of the Success of the Elderly Care Home Business in Bangkok and Surrounding Areas. To present government policy guidelines for developing, promoting, and giving importance to the elderly through private sector mechanisms. The study was conducted in Bangkok and its vicinity because more than 60% of the elderly care centers are located in Bangkok and its vicinity. In addition, most of the customers of the elderly care center are middle class with sufficient income. The results of the study will be used as a guideline for the business development of elderly care centers in Bangkok and its vicinity.

Objectives

1. To study the level of government support, executive leadership, management, service innovation, and success of elderly care businesses.
2. To study the influence of government support, executive leadership, management, and service innovation on the success of elderly care businesses.

Research Scope

Population and Sample

The population used in this research study was the operators of licensed elderly care centers, which are elderly care establishments. From the Department of Health Service Support, Ministry of Public Health, in the Bangkok and surrounding areas, a total of 732 locations (Department of Health Service Support, 2023)

The sample group consisted of 303 elderly care facility operators licensed by the Department of Health Service Support, Ministry of Public Health, in the Bangkok and surrounding areas. The sampling method uses probability sampling by systematic random sampling. In order of the list of registered establishments that have been granted permission by the Department of Health Service Support, Ministry of Public Health, in order to obtain the number of samples in proportion to the sample size and population.

The researcher defined the scope of the research as follows:

Variables Studied

Independent variables include

1. Government support
2. Executive Leadership
3. Management
4. Service innovation

The dependent variable was the success of the elderly care business.

Literature Review

Modeling Ideas

The development of Thailand to transform from an agricultural society to an industrial society and the service sector means SMEs are therefore a key mechanism for economic development. In countries with intensive industrial development, this period of time has also changed. With the policy of promoting SMEs to be strong, for example, Singapore, a small country with an area of 700 square kilometers, has no natural resources. The government and people have joined hands to develop the country. The government has identified target industries that are appropriate for the country, applied the creative economy concept to add value to products and services, and, coupled with the use of technology, Singapore has been able to transform its economy to become a major trade, financial, and transportation hub for the region. The government has collaborated with educational institutions to provide knowledge to entrepreneurs to be able to provide management services, promote graduates to become entrepreneurs, promote tax policies, and support low-interest investment. Promote standardized production innovations to compete in the global market, including the issuance of political intervention policies towards business (Harold Siow Song Teng, 2011).

Government Policy and Critical Success Factors of Small Businesses in Singapore Singapore is an industrialized country with 92% SMEs, 62% of the workforce in SMEs, and 50% of the country's gross domestic product. An important factor that makes Singapore a country with economic prosperity is the government's clear policy on economic development. This enables

the private sector to be guided and intervened in. At that time, the Singapore government set a policy specifically for developing SMEs and focused on providing knowledge to entrepreneurs, providing assistance and training, and promoting low investment costs. finding foreign partners to invest together, providing markets for product distribution, and other public policies (Lussier & Pfeifer, 2001).

Philip, M. (2011) stated that effective leadership must have results in marketing, innovation, people management, financial management, product and service quality improvement, social responsibility, and profit orientation. Good leaders must be constantly interested in change (transformational leadership) to be accepted (Puccio, G., Murdock, M., & Mance, M. 2011). Leaders who can motivate change must develop the competencies and capabilities of their employees (Stuart, Mills, and Emus, 2009) by empowering them to make decisions. This type of leader emphasizes the process of building relationships and bonding workers through trust. However, Kotter (1990). He commented that leaders must demonstrate managing behavior along with leading in order for the organization to be effective and efficient.

In summary, government policies around the world are interested and important in bringing SME entrepreneurs to the international level by helping from the preparation of business plans. Development and enhancement of entrepreneurial potential, assistance in accessing sources of funds, reduction of corporate income tax for small enterprises, depreciation at special rates

Including the ability to get tax credits back for purchasing modern equipment for use in business. From the experience of many countries, it was found that government promotion has an effect on enabling SME entrepreneurs to be able to run their businesses successfully.

Concept of Success in Elderly Care Business (success -SUCC)

The Department of Business Development (2013) stated that the important factors in running a long-term care facility for the elderly to be successful include: 1) Business strategy, which is a strategy for running a business to be successful. It can be analyzed as a strategy that can increase competitiveness. Including quality strategies because reliability in providing services and caring for the elderly is the most important factor in the decision-making of children and the elderly themselves, and strategies for creating differences. For example, using information technology, CCTV cameras so that children can watch from work 2) Creating differences and service strengths by designing additional services from the main services. 3) Caring for specific groups of elderly people, such as providing services to groups of elderly people who are self-reliant but want to socialize with people of the same age and with similar interests, by organizing continuous recreational activities with the community in areas that the elderly group is interested in. For example, a group of elderly people who are interested in Dharma or meditation, a group of elderly people who are interested in art and music, or a group of elderly people who are interested in social service activities. 4) Location: Most elderly people and their relatives want their nursing home to be close to home. For convenience in visiting, it should be located near a community area to encourage joint activities. It should be located near a hospital or medical facility. It should not be near sources of air, visual, olfactory, and auditory pollution and should not be near industrial areas. 5) The internal environment and physical condition of the elderly care center should be suitable for private relaxation, with activity areas both inside and outside the building. There is physical and health safety, space to promote social interaction, and space for individuals and families to meet and engage in activities together within the residence. 6) Number and skills of personnel: The number of nurses and elderly care assistants must be appropriate, depending on the condition and physical limitations of the elderly. In general, the

ratio of nurses to elderly people is 1:15 to 1:25. And the ratio of elderly care assistants to elderly people is 1:3 in cases where the elderly can help themselves. 7) Management system: Management within the organization and systematic service provision are considered important points in creating confidence in the quality of service. For example, there is a written record system for the elderly. 8) There is a mechanism for managing and developing the quality of services by supporting participation from both internal personnel, the elderly, and relatives. 9) Service fees do not always have to be low because customers do not choose services based solely on their ability to pay. But it will be considered more on the appropriateness of the level of service quality, care, and reliability than the success factor in doing business, which is the ability to compete.

Michael E. Porter (1985) mentioned the general strategies that create competitive advantage that can be applied to both manufacturing and service businesses, namely: 1) Cost leadership: Selling the same product or service at a lower price, resulting in a higher profit margin than competitors. 2) Produce products or services that are different from others (differentiation) to be interesting, which requires research, development, design, innovation, and creativity. Or if there is a production of products or services that are of better quality than competitors and that are different from competitors, service recipients will be willing to pay more to get products or services that are of good value. 3) Focus: Set marketing goals that are specific and not too many, which is suitable for small businesses that do not need a lot of resources to serve a large group of customers. In some cases, customers may be required to participate in the service, such as providing input for production or participating in certain services. For example, elderly relatives come to help care for the elderly in a nursing home. This strategy is sometimes called segmentation. Porter suggests that it is not necessary to use all three strategies at the same time. It is better to choose a target customer group and use a pricing strategy or create a difference. Because if all 3 strategies are used at the same time, businesses can get stuck in the middle without any strategy. Businesses need to find the right balance between price and quality. A successful business is one that can sell a product or service that creates a meaningful difference based on customer needs.

Sittichai Thamsen (2015) researched the business model of elderly care services in Thailand and found that the factors for success are 1) understanding the needs of the elderly 2) creating new innovations in service provision 3) understanding the business model and having a good financial plan 4) Having a good marketing plan 5) Suitable location 6) Suitable price 7) Customer level 8) Excellent service 9) Building trust 10) Being a related business partner 11) The executives must be able to live with the elderly. 12) Giving love and care. 13) Having a good work system. 14) Good management. 15) Having morality and ethics. 16) Always surveying the needs first.

In conclusion, the success of the elderly care business is the creation of a competitive advantage that can be applied to both manufacturing and service businesses, including: 1) Cost leadership: Selling the same product or service at a lower price, resulting in a higher profit margin than competitors. 2) Producing products or services that are different from others (differentiation) in an interesting way. Which requires research, development, design, innovation, creativity, or the production of products or services that are of better quality than competitors', and are different from competitors', service recipients will be willing to pay more to get products or services that are worth the price. 3) Focus: Target marketing to specific and specific customer groups, not too many, which is suitable for small businesses that do not need a lot of resources to serve large groups of customers. Sometimes, customers may need to participate in the service.

Concept of Service Innovation (Service Innovation -SERI)

Dusadao Duangden (2015) proposed important factors that will help stimulate creativity according to the concept of creating innovations to increase productivity of the Republic of Korea (Korea Productivity Center) by the expert, Dr. Choi Dong – Kyu. Study of successful innovation organizations in Korea, believing that people are the main mechanism driving the innovation cycle, thus introducing a new concept of human-centered productivity. To enhance people's potential to create better innovations that will ultimately lead to increased productivity, this concept consists of 5 main factors, where the first 3 factors are considered basic factors in creating a sense of trust among employees in the organization. The remaining two factors are factors that directly promote people's creativity: 1) stability and expansion of employment. Employee dedication comes partly from employees' confidence in the organization. Therefore, reputation and stability are the first step that employees decide to work with because it shows that the company has stability in their careers and income. This can be seen from many organizations in Thailand that many people want to work with because they have an image that shows stability. and continuous growth, as the company grows, it also helps increase employment and reduce unemployment problems at the national level, and helps increase income and improve the quality of life of the people as well. If the organization is strong, employees will be less concerned about the organization and will be more motivated to devote themselves to creating innovations for their work. 2) Fair distribution of productivity performance Satisfaction and expectation are very influential motivators for people's development and dedication, and people tend to develop their own potential to a higher level. 3) Relationship and trust between employees and management (trust and cooperation of the labor and the management). Management should encourage employees to feel dedicated and determined to work by creating trust and faith in the leader, and creating good relationships. This will make employees feel confident and eventually they will be motivated to work with dedication. 4) Freedom and autonomy Creativity and innovation occur because organizations encourage creativity, which is based on giving employees freedom and autonomy to let go. from the dominant framework to dare to think outside the box, open up channels or opportunities to present ideas, have conditions, rules and regulations. Weak points that hinder employees' thinking and decision-making, such as an organizational structure that is too rigid and lacks vitality, work that is strictly divided into departments or certain rules that make employees afraid of making mistakes because they are afraid of taking responsibility. A culture that encourages freedom of thought and decision-making is created, such as allowing employees to experiment and accept mistakes that may occur. Employees are encouraged to feel honored and proud of themselves. These come from social acceptance. Organizations should create channels for creative employees to receive feedback or acceptance from those around them. Therefore, it can be seen that many organizations encourage employees to have creative competitions to create awareness of their abilities and make the creators feel proud of being admired and accepted by their colleagues in the organization. 5) Creativity and innovation (creativity & innovation) After the organization has reduced the organizational conditions in various matters that are obstacles to creativity. The next step is to create an atmosphere of creativity within the organization to assure employees that the organization sees the importance of this issue. for example, people are generally hesitant to take on challenges or changes unless they are in their own best interest. So, to transform people into creative thinkers at work, It takes a lot of effort and resources to create an environment that supports innovation, such as a colorful and free workplace where people can find comfort in a variety of positions. Creativity comes when you feel relaxed, and when you have a balance between work and personal life. Organizations should make employees think

of work first. and most importantly, it will be a source of income to support the family, have a community of friends, be happy at work, be yourself and grow in your career to be proud of, reduce worries from the family. for example, providing daycare centers and measures to stimulate innovation, such as assigning challenging tasks to provide opportunities for employees. Create an environment where employees can track the status of their own activities and communicate to relevant parties, and have a system for calculating compensation that is accurate and appropriate based on performance.

Subramanian, A. and Nilakanta. S. (1996) summarized innovation as 1) the use of technology to help in the production process of goods and services. 2) Applying innovation in the management process to enable the organization to change, become modern, and be able to produce products and services that meet customer needs at all times and in line with the definition of Innovation Union. In short, innovation is the creation of something new, the ability to use knowledge, creativity, skills, and technological or management experience to develop and produce new products. New production processes or new services that meet market demands. In terms of applying the concept to the management of elderly care centers, innovation is the creation of new ideas or the use of new ideas to improve the system. or a service process that meets the needs of the elderly who reside in service facilities, because caring for the elderly requires people or caregivers who are experienced and well-trained. Innovation in service work can occur when employees are motivated to be creative by using people as the center to increase productivity. Or performing work to meet service standards, making them feel loved by the organization, being a part of the organization, with a system for creating career stability and with many basic factors as mentioned above, the result is the stability, sustainability of the organization and the success of the business.

In conclusion, service innovation is a symbol of the efforts to lead the organization to success. There are results that create competitiveness for the organization, motivating employees to show their potential to use in creating service innovations. and ready to offer to customers to make them satisfied.

The Concept of Government Support (GOVE)

Government policies in the form of basic conceptual frameworks and laws are important for the development of the elderly operation system in Thailand. For the cabinet policies of the previous government, there were adjustments to policies related to the elderly as follows: 1) Policy on environment and facilities “Promote the development of infrastructure that supports tourism and accelerate the improvement of standards in facilities, safety, and hygiene, taking into account tourist attractions for the disabled and the elderly.” “Enhance the quality of life of the elderly, the disabled, and the disadvantaged by providing various public facilities to support the elderly and the disabled.” Create readiness for an aging society, develop health services, provide assistance, provide education, provide welfare, and find jobs for the disadvantaged, disabled, or handicapped, and support the elderly to join in driving society under the principle that elderly people are highly experienced and should be involved in national development. 2) Policy on creating economic security: “Provide a monthly living allowance on a tiered basis for the elderly, whereby those aged 60-69 years will receive 600 baht. Those aged 70-79 will receive 700 baht, those aged 80-89 will receive 800 baht, and those aged 90 and over will receive 1,000 baht. 3) Public health policy: “Improving the quality of life of people from pregnancy, childhood, reproductive age, adulthood, the elderly, and the disabled.” Support projects to promote children's intelligence and provide assistance and training for early childhood development

center staff. Support projects to develop women's health promotion centers. To take care of the health of women and children in an integrated manner throughout the country, including disseminating knowledge, taking care of and preventing teenage pregnancy and unwanted pregnancy, and reducing violence against children and women. Supporting the project to establish a health promotion center for the elderly and disabled to have a good quality of life. by providing access to services with dignity, quality, and fairness, including establishing a health rehabilitation system in the community and organizing proactive public relations to systematically disseminate health knowledge through various media (Juariyah Binti Shamsuddin, 2014) In conclusion, government support is the role of the government in helping, benefiting and supporting elderly care business operators in the form of access to sources of capital, tax measures and promoting entrepreneurs to conduct business in a standardized manner.

Methodology

Population and Sample

The population used in this study was 732 elderly care facility operators licensed by the Department of Health Service Support, Ministry of Public Health, in Bangkok and its vicinity. (Department of Health Service Support, 2023) The sample selection will use probability sampling. By systematic random sampling according to the list of business establishments that have been granted permission by the Department of Health Service Support, Ministry of Public Health. To obtain a sample size proportional to the sample size and population, i.e. no less than 303 people.

The research instruments used by the researcher were questionnaires, consisting of closed-ended questions and open-ended questions. The questionnaire was divided into 3 sections, with a 5-point scale and an opportunity to express opinions on the “success of the elderly care business”.

Data collection The researcher collected data by sending a letter requesting assistance in collecting questionnaires.

Data analysis and statistics used Data were analyzed using descriptive statistics, including mean and standard deviation (SD), and inferential statistics, including chi-square statistics.

Results

1. To study the level of government support, executive leadership, management, service innovation and success of elderly care business.

The success of the nursing home business	\bar{X}	S.D.	Priority level	No.
Executive Leadership	4.55	0.34	The most	1
Service innovation	4.53	0.40	The most	2
Government support	4.52	0.61	The most	3
Management	4.49	0.42	The most	4

Table 1

Mean and standard deviation of government support, executive leadership, management, service innovation, and success of elderly care business.

From Table 1, it was found that the overall success of the elderly care business was at the highest level. When considering each aspect, it was found that the leadership of the executives had the highest average value. (\bar{X} =4.55, S.D.=0.34) Next is service innovation. (\bar{X} =4.53, S.D.=0.40) Government support (\bar{X} =4.52, S.D.=0.61) and management (\bar{X} =4.49, S.D.=0.42) respectively

2. To study the influence of government support, executive leadership, management, and service innovation on the success of elderly care business.

list	Accepted statistical criteria	Alternative models	Results of consideration
1. Chi-square (χ^2)	*low near 0	70.00	Pass
	* equal df	57	Pass
Relative Chi-square	Quotient (χ^2 / df) < 2.00	1.29	Pass
2. GFI	> 0.90	0.97	Pass
3. agfi	> 0.90	0.94	Pass
4. rmr	Approach 0.00	0.016	Pass
5. rmsea	< 0.05	0.028	Pass
6. cfi	*0.00-1.00	1.00	Pass
7. cn	> 200	355.21	Pass

Table 2.

Results of comparison of the research hypothesis model with alternative models with all criteria

From Table 2, the harmony index values are consistent with the empirical data, thus an alternative model is obtained, with the calculated statistical values as follows: Chi-square = 70.00, df = 57, p-value = 0.116, GFI = 0.97, AGFI = 0.94, RMR = 0.016, RMSEA = 0.028, CFI = 1.00 and CN = 355.21 Therefore, it can be concluded that the structural equation model is appropriate and consistent with the empirical data.

Discussion

Discuss the Results

The discussion points of the results of this research findings can be presented in detail as follows:

Government Support (GOVE), Executive Leadership (LEAD), Management (MANA) and Service Innovation (SERI) have direct influence on the success of the Senior Care Center (SUCC) business. It was found that government support has a direct influence on the success of the elderly care business with a path coefficient of 0.11 and a t-statistics of 2.09, which supports the hypothesis with statistical significance at the 0.05 level. This can be interpreted that the studied variables have a relationship in the same direction, that is, when government support increases, it results in greater success for the elderly care business.

Executive leadership has a direct influence on the success of the elderly care business with a path coefficient of 0.38 and a t-statistic of 3.49. This supports the hypothesis with statistical

significance at the 0.01 level, which can be interpreted that the studied variables have a relationship in the same direction, that is, when the leadership of the executives increases, it results in greater success of the elderly care business.

Management has a direct influence on the success of the elderly care business with a path coefficient of 0.63 and a t-statistic of 5.73, which supports the hypothesis with statistical significance at the 0.01 level. This can be interpreted that the studied variables have a relationship in the same direction, that is, when management increases, it results in greater success for the elderly care business. Service innovation has a direct influence on the success of the elderly care business with a path coefficient of 0.53 and a t-statistic of 3.87, which supports the hypothesis with statistical significance at the 0.01 level. This can be interpreted that the studied variables have a relationship in the same direction, that is, when service innovation increases, it results in greater success for the elderly care business.

Suggestions

1. The environment of the elderly care center is an innovative service that entrepreneurs can use as a competitive strategy, such as arranging the elderly care center to have a spa-like atmosphere. Some places are surrounded by fruit orchards with a garden-like atmosphere. or a warm style like being at home in the same family, etc. An environment that provides more happiness and comfort for the elderly and children.

2. Government support is essential for the development of the elderly care business because Thailand has fully entered the aging society. However, the government's support for elderly care is still insufficient. While the private sector, which is a small business group, lacks financial resources to develop buildings that are suitable for the environmental standards of buildings, financial resources are necessary. In terms of the association's executives, and entrepreneurs give importance to requesting support in finding sources of funds with low interest from government banks and the Small and Medium Enterprise Development Fund (SMEs).

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