



ORGANIZATIONAL CULTURE AND BRAND MANAGEMENT: A CASE STUDY OF THAILAND'S HEALTH CARE SERVICE

Kumutinee Worasuwan

E-mail: kumutinee@yahoo.com, kumutinee@windowslive.com
Communication Skills for Human Resource Development Programme
Burapha University International College (BUUIC), Chonburi, Thailand

Abstract

The organization's brand represents a promise to employees, consumers and other stakeholders. It is more than just a logo or advertisement, brand has the unique ability to unite all aspects of the organization and meaningfully differentiate from competitors. Although perceptions of organization's brand are created in the marketplace, they can be effectively managed to drive growth by remaining true to the organization's capabilities, core values and heritage. As well as, brand management is important factor for organizations and also widely recognized process which organized into four stages: understand, create, deploy and monitor. Therefore, companies should begin to recognize the value of their brand and truly start to manage them, in order to differentiate from their competitors.

This research explored the hospital's brand and culture. The Samitivej Sriracha Hospital located in one of the main industry hub of Thailand and close to the busy Laem Chabang port. SamitivejSriracha is a key healthcare provider for corporate and industries in the Eastern seaboard. Sriracha's proximity to the resort towns of Pattaya also attracts many tourists looking for quality healthcare facilities. Samitivej Sriracha is committed to continuous improvement in order to provide standard health care as per the professional standard. They primarily adhere to the benefits, expectations, and satisfaction of their customers.

The in-depth interviews were conducted within this organization and it was show the customers experience at the hospital, what is the hospital culture and core value, and does the hospital invest in their employees' personal and professional development. Organization culture (core values) is the most important ingredient to build great brand and people. Committable core values that are truly integrated into a company's operations can align an entire organization and serve as a guide for employees to make their own decisions.

Keywords: Brand Management, Organizational Culture, Health Care Services

INTRODUCTION

Today's organizations are decided to invest their time, money, and resources into three key areas: customer service, culture, and employee training and development. Organization culture or the core values is one of the most important ingredient to build great brand and people. Committable core values that are truly integrated into a company's operations can align an entire organization and serve as a guide for employees to make their own decisions. Core values are essentially a formalized definition of a company's culture. As it turns out, it doesn't actually matter *what* your company's core values are. What matters is that you have them and that you commit to them. What's important is the alignment that you get from them when they become the default way of thinking for the entire organization.



Samitivej Sriracha hospital is located 130 kilometers Southeast of Bangkok, Thailand. Strategically located in one of the main industry hub of Thailand, the busy Laem Chabang port which is in Chonburi province. The hospital has developed a reputation for its quality of care and warm hospitality within the region. Samitivej Sriracha is a key healthcare provider for corporate and industries in the Eastern seaboard. Sriracha's proximity to the resort towns of Pattaya also attracts many tourists looking for quality healthcare facilities.

Samitivej Sriracha Hospital has its own culture and management style. It is committed to continuous improvement in order to provide standard health care as per the professional standard. They primarily adhere to the benefits, expectations, and satisfaction of their customers. In addition, Samitivej Sriracha Hospitals' aim is to provide exceptional service, with an emphasis on being customer centric. Their services cover the physical body, the mind, the emotion, and social aspects while adhering to the professional ethics. However, the key to achieving this quality goal is the management team's determination, consolidation of power, presence of harmony, and company-wide training such that every employee is informed, understands, and seriously and genuinely conducts according to the quality policy, whether it's directly and indirectly.

This research focuses on the interaction between corporate brands and organisational cultures within service organisations to provide guidance about better managing corporate brands.

LITERATURE REVIEW

Samitivej Sriracha Hospital

Samitivej Sriracha is a 150 bed hospital located in Sriracha, Choburi province, Thailand. Since its opening more than 10 years ago, the hospital has developed a reputation for its quality of care and warm hospitality within the region.

The hospital with 15 fully equipped intensive care units and 6 operating rooms, complemented by a team of dedicated specialists and caregivers has developed a close relationship with the local communities as a provider of choice. Samitivej Sriracha has always considered itself as an integral part of the community and has established many services such as Children Clinic, Dental Services and Wellness Center for the well-being of the surrounding population and our international tourists.

Samitivej Sriracha, as a family of the Samitivej network, also has access to extensive technology and advice from a wide-range of expertise in Samitivej Sukhumvit and Srinakarin. This network has allowed greater integration and continuity of care for patients from Sriracha. The hospital is also dedicated to bring to the customers quality care and access to high technology medical equipment. Apart from the addition of a Magnetic Resonance Imaging (MRI) in 2006, Samitivej Sriracha will continue to expand the facilities and services to fulfill their vision to provide high standard of quality and excellence in every aspect for their customers.



The Samitivej's vision is a hospital of choice for customers, employees, shareholders, and communities. The mission of Samitivej Sriracha Hospital strives to provide a high standard of medical care and excellent services by continuous quality improvement system and professional teamwork. The core value are as followed:

T: Teamwork, Working together as a team, In order to achieve organization Goal.

R: Result Oriented, Commitment to achieve result by maintain a higher level of Standards.

I: Continuous Improvement, Use of Knowledge, Creativity, Integration and Research to lead the better things in the Future.

C: Effective Communication, Communicate Information and Ideas in any way to understanding.

C: Customer Focus, All Services are focus on Customer with Valuable in proactive and reactive.

Branding and Organizational Culture

Brand Management

The organization's brand represents a promise to employees, consumers and other stakeholders. The brand is and has been defined in many different ways over the years, depending on the perspective from which the brand is perceived. Often that depends on the academic background of the author/originator of the different definitions (Tilde H., Charlotte F. K., and Mogens B., 2009). In the classical definition, the brand is linked to the identification of a product and the differentiation from its competitors, through the use of a certain name, logo, design or other visual signs and symbols. The American Marketing Association (AMA) defined the brand in 1960 as: A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors. Therefore, it is more than just a logo or advertisement, brand has the unique ability to unite all aspects of the organization and meaningfully differentiate organization from competitors. Although perceptions of your brand are created in the marketplace, they can be effectively managed to drive growth by remaining true to the organization's capabilities, core values and heritage.

The philosophy of many organizations has been to take most of the money they would have spent on paid advertising and invest it into customer service and the customer experience instead, letting their customers do the marketing for them through word of mouth (Brown *et al.*, 2003). Many marketers are focusing too much on trying to figure out how to generate a lot of buzz, when really they should be focused on building engagement and trust



Organizational Culture

It believes that the company's culture and the company's brand are really just two sides of the same coin. The brand may lag the culture at first, but eventually it will catch up. The organizational culture is the company's branding. Zappos has mentioned about the core values which are:

1. Deliver WOW Through Service, it is to WOW with service and experience, not with anything that relates directly to monetary compensation (for example, they don't offer blanket discounts or promotions to customers).
 2. Embrace and Drive Change, "We must always plan for and be prepared for constant change. Never accept or be too comfortable with the status quo, because the companies that get into trouble are historically the ones that aren't able to adapt to change and respond quickly enough. We must continually change and keep them guessing. Others can copy our images, our shipping, and the overall look of our Web site, but they cannot copy our people, our culture, or our service. And they will not be able to evolve as fast as we can as long as embracing constant change is part of our culture"
 3. Create Fun and a Little Weirdness, the company culture is what makes company successful, and in the culture they celebrate and embrace their diversity and each person's individuality. They want people to express their personality in their work. To outsiders, that might come across as inconsistent or weird. But the consistency is in their belief that they function best when they can be themselves.
 4. Be Adventurous, Creative, and Open-Minded, At Zappos, they think it's important for people and the company as a whole to be bold and daring (but not reckless). They want everyone to not be afraid to take risks and to not be afraid to make mistakes, because if people aren't making mistakes then that means they're not taking enough risks. Over time, they want everyone to develop his/her gut about business decisions. They want people to develop and improve their decision-making skills. They encourage people to make mistakes as long as they learn from them.
 5. Pursue Growth and Learning, At Zappos, they think it's important for employees to grow both personally and professionally. It's important to constantly challenge and stretch yourself, and not be stuck in a job where you don't feel like you are growing or learning.
 6. Build Open and Honest Relationships With Communication, Fundamentally, they believe that openness and honesty make for the best relationships because that leads to trust and faith. They value strong relationships in all areas: with managers, direct reports, customers (internal external), vendors, business partners, team members, and co-workers. Strong, positive relationships that are open and honest are a big part of what differentiates Zappos from most other companies. Strong relationships allow them to accomplish much more than they would be able to otherwise.
 7. Build a Positive Team and Family Spirit, At Zappos, they place a lot of emphasis on their culture because they are both a team and a family. They want to create an environment that is friendly, warm, and exciting. They encourage diversity in ideas, opinions, and points of view. They are more than just a team, though—
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they are a family. They watch out for each other, care for each other, and go above and beyond for each other because they believe in each other and they trust each other. They work together but they also play together. Their bonds go far beyond the typical “co-worker” relationships found at most other companies.

8. Do More with Less, They believe in operational excellence, and realize that there is always room for improvement in everything they do. This means that their work is never done. In order to stay ahead of the competition (or would-be competition), they need to continuously innovate as well as make incremental improvements to their operations, always striving to make themselves more efficient, always trying to figure out how to do something better. They use mistakes as learning opportunities.
9. Be Passionate and Determined, Passion is the fuel that drives them and their company forward. They value passion, determination, perseverance, and the sense of urgency. They are inspired because they believe in what they are doing and where they are going. They don't take “no” or “that'll never work” for an answer, because if they had, Zappos would never have started in the first place.
10. Be Humble, “We believe that no matter what happens, we should always be respectful of everyone. While we celebrate our individual and team successes, we are not arrogant nor do we treat others differently from how we would want to be treated. Instead, we carry ourselves with a quiet confidence, because we believe that in the long run our character will speak for itself” One of their other goals when they came up with ten core values was to create a list that was unique to Zappos and didn't sound like every other company. The most important thing is each of the core values becomes a natural part of employees' everyday language and way of thinking. Committable core values that are truly integrated into a company's operations can align an entire organization and serve as a guide for employees to make their own decisions.

One of the most important ingredients was a strong company culture. Core values are essentially a formalized definition of a company's culture. As it turns out, it doesn't actually matter *what* your company's core values are. What matters is that you have them and that you commit to them. What's important is the alignment that you get from them when they become the default way of thinking for the entire organization.

METHODOLOGY

The indepth-interviews of hospital's employees were taken at the Samitijej Srirach Hospital. The open-end questionnaires were distributed and interview session occure during 15st – 31st January, 2014. There were two interview sections that focus on hospital's administrative team and employees.



FINDINGS AND DISCUSSIONS

From the indepth-interview, it was found that Samitivej Sriracha Hospital is a good but not a great company. The hospital focus more on making money and wants to be number one in a market rather than having a great purpose and big vision.

Many marketers, including Samitivej Sriracha Hospital, are focusing too much on trying to figure out how to generate a lot of buzz when really they should be focused on building engagement and trust. Engagement and trust are two important ingredients to maintain current customers and get new customers to the company.

Samitijej Sriracha Hospital spent several years focusing on improving customer experiences, strengthening their culture, and investing in their employees' personal and professional development. The hospital invest their time, money, and resources into three key areas: customer service, culture, and employee training and development. Customer service which would build their brand and drive word of mouth, culture which would lead to the formation of their core values, and employee training and development which would eventually lead to the creation of their team.

CONCLUSION

In conclusion of the company culture, Samitivej Sriracha Hospital has their culture and core values but employees do not really commit to them. Almost of employees don't know about hospital core values. The company core values sound more like something that employee read in a press release. Maybe they learn about them on day 1 of orientation, but after that it's just a meaningless plaque on the wall of the lobby.

Core values sound so worthless. How can core values help employees and organizations? It is important to make each of the core values becomes a natural part of employees' everyday language and way of thinking. Committable core values that are truly integrated into a company's operations can align an entire organization and serve as a guide for employees to make their own decisions.

RECOMMENDATIONS

1. The hospital is focusing too much on trying to figure out how to generate a lot of buzz when really they should be focused on building engagement and trust. If patients and/or customers have engagement and trust, they will definitely come back to the hospital and create a word of mouth by suggesting their family and friends.
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2. Hospital does not treat patients with the same standard. Staffs taking care of some patients very superb but some patients don't get any attention. I would like to recommend the staffs to take care every single patient with the same standard.
3. Hospital should consider about investing in employees' personal and professional development as I have explained in result of study section.
4. It would be better for hospital to strengthen their company culture and core values. Find ways to make employees really committed to organization core values.
5. Happy Friday campaign, every employees get free lunch on Friday, is a good campaign.
6. It is a good idea that the hospital provides free Japanese lesson for employees. I really appreciate this idea even I hasn't involved in the program. I would like to recommend that if it possible to provide English course for employees because more than 80% of employees can't speak English very well.

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