

Organizational Change: A study of the Krungthai Card Public Company

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Abstract: *The purposes of this study were to investigate and gain a deep understanding of what were the organizational changes of the Krungthai Card Public Company Limited (KTC). A qualitative approach was employed and the case study strategy was selected to guide the whole research process. Data were collected from semi-structured interviews with 26 participants who were currently working in this organization at four difference levels: top management level, middle management level, supervisor management level and operational management level. Using manual coding as a basis for the data analysis, 36 main categories of organizational change emerged and these were grouped into eight themes: (1) Change; (2) Views from Outside in; (3) Strengths of KTC; (4) Factors Affecting a leading credit card provider; (5) Smart Office as an Innovation of KTC; (6) Link of KTC stakeholder; (7) Learn & Earn Program; and (8) Reasons for KTC separating from the Krungthai Bank (KTB). The research reported in this study made a significant contribution to our knowledge of the important role that leadership plays in organizational change, the alignment between business strategies and organization development (OD), and the implications for the policymakers by proposing a tentative business process model of credit card services in this case of organizational change with successful outcomes.*

Keywords: Organizational Change, Change Management, Human Resource Development, Human Resource Management, KTC Bank

Introduction

“Change Issues” is one of the important issues and a major concern of top management. Nowadays, the business environment has changed rapidly and has become increasingly complex with new technology, new concepts of competition, and so on. As the pace of globalization and social *change* quickens, executives are calling for greater agility, flexibility and innovation from their companies. World business involves continuous changes, and these changes require companies to focus on various aspects, such as organizational capabilities, change management, and cross-cultural management. For these reasons, successful organizations will be those that are able to quickly turn strategy into action, to manage processes intelligently and efficiently, and to maximize employee contribution and commitment. As Jacobs and Russ-Eft (2001, p. 503) concluded: “*how to ensure the long-term persistence of organizational change has become an issue of concern for many organizations*”.

The field of Human Resource Development (HRD) has been developing very quickly, so that Human Resources (HR) departments need to take action and to be part of the change process by communicating the changes to all employees. Moreover, HR needs to

create activities that assist their organization to change as the organization's needs develop. According to Ulrich, Brock bank, Younger, Allen and Nyman (2009), the HR role tends to change a great deal, especially the strategic partnership role. Ulrich *et al.* (2009) also warned that the new generation of HR staff needs to have a deep understanding of how to develop an organization, such as principles, concepts and processes.

For HR to follow the vision, mission, and strategy of the organization, it must prepare and develop their human resources to demonstrate high quality performance. HR staff have to set Human Resource Management (HRM) capabilities to meet the needs of business, as well as to link with basic knowledge, skills, and behavior of population (i.e., competency-based policies) that the organization needs, as follows: (1) Evaluate the competency of HR in order to understand their competencies, as well as create a performance plan including a short-term performance plan, mid-term performance plan, and long-term performance plan. The goal of a performance plan is to ensure that the activities and the project meet and follow the organization's strategy, and (2) Set the Key Performance Indicators (KPIs) and the targets of the HR department yearly to meet the needs of the organization's strategy.

From the literature review that was conducted, the researcher found that in order to be a change agent, HR staff should join the planning strategy in the following ways: (1) HR needs to have a deep understanding of the vision and mission of the organization; and (2) HR needs to have a deep business knowledge, because it often happens that HR staff do not understand their business.

This is because many HR staff cannot answer simple questions related to their business's expertise. It is necessary that HR staff set a clear role, change their thinking method, and adopt a new strategy, because nowadays organizations have to compete with both local and international competitors. As a result, HR needs to change its management paradigm and increase the value of its organization, not only concentrating on documents, processes, people, and being an administrative expert. Furthermore, to prepare its organization for the change, HR needs to change its role by becoming a "Change Agent". This is one of the main issues that the researcher investigated in this study.

Today, people's behaviors in making financial transactions are changing from the traditional ways. To meet this change, the bank's services need to change as well. For example, the online services and also the automation of financial transactions need to be designed to meet the needs of consumers. More importantly, the credit card business is used to change the behavior of customers who apply for the "credit card" bank; one can use it a lot and become very comfortable with the card, as it is like a credit card to withdraw cash. Credit card payments for goods and services are common in order to pay for electricity, water, telephone, as well as personal accident and life insurance (Chareanpong, 2009). Furthermore, the importance of the commercial credit card is the economic value of balancing the ups and downs of the system. It impacts on the economy of the whole country. It is now widely accepted that if a country has a strong financial system, it can make economic progress and achieve a breakthrough in the global financial crisis. KTC Annual report, 2012 reported a total of 12,680,964 outstanding credit cards at the end of September 2008, amounting to 181,384.38 million baht and a total of holding payments of 10,965.57 million baht, up 6.43 percent compared to same period of 2007. According to the importance of its economic value, the Krungthai Card Public Company (KTC) is a leading provider of credit services to consumers in Thailand. It was founded in 2539 (1996) to be a service

company subsidiary of the Krungthai Bank (KTB), the second largest bank in Thailand in terms of total assets. And a large service network in the business of the KTC during that time has a business card in the name of KTB.

The KTC has a full listing on the Stock Exchange of Thailand (SET). In 2009, the KTC's market value was 3,300 million baht and KTB held 49.45 percent of the KTC. As the credit card company that has a market value of more than 3000 million baht, KTC needed to change the image of the bank, as a state-owned enterprise, in order to increase trust for its customer service. It aimed to have an excellent reputation with the younger generation of customers. There are many factors involved in this process, such as vision, a clear strategy, leadership management, and "what is not broken, don't fix it". One of the crucial factors is management and HR was considered to be an essential part of the change process. When referring to "Changes", then people tend to feel resistance.

Regarding the gaining of access to the setting, the KTC is located at Sukhumvit 33, Bangkok. This company was separated from the KTB in 1996. As the KTB is large in terms of its organizational structure and the number of employees, in order to manage their own credit card business, KTB and KTC became separate entities to achieve agility. From the researcher's general observation and conversation with KTC representatives, the researcher found the appearance of new artistic skills to use modern conveniences in the building. An executive wanted his employees to think about "*Changes and do things better*".

Organizational change has become an interest of scholars. During the first decades of the 20th century, Frederick Winslow Taylor, the father of the scientific management approach mentioned organization change in his famous book, "The Principles of Scientific Management" (Taylor, 1911). Even today, Taylor's principles are still relevant to current activities, including ISO 9000, six sigma, and total quality management. The editors of the Drucker Foundation, Hesselbein and Johnston (2002) stated that, in late 1999, Drucker (2002) explored some of the issues of leadership and change. Their conversation touched on many issues, including the pace of change and how leadership can deal with constant change.

As mentioned above, the business environment has changed rapidly and become increasingly complex with many new concepts of competition. Some companies may use a Red Ocean strategy (Chan Kim and Mauborgne, 2004) concept. On the other hand, other companies may use a Blue Ocean strategy to expand their business. Global business strategies have been characterized by **two types of oceans: Red Ocean and Blue Oceans**. On the other hand, Blue Ocean strategy is about growing demand, breaking away from the competition (Sakulkoo, 2012). More importantly, customers and stakeholders are the main concern of the top management level, especially when there are many factors involved.

According to the importance of its economic value, the KTC is a leading provider of credit services to consumers in Thailand. It is a service company subsidiary of Krung Thai Bank, the second largest bank in terms of total assets. Consequently, they have transformed their credit card into an important "tool" for people to pay for goods and services in daily life. They are still working on how to make more innovative personal financial services, in order to offer maximum convenience for cardholders. Even today KTC is continuing to move quickly. Their goal is to make the KTC card the "preferred" credit card that Thai people can be proud to carry with them. They aim to develop it beyond the concept of "another credit card" to become also a symbol of credibility and trust. It is challenging to

investigate what is happening in this organization. The researcher studied the issues in terms of “*Organization Change*” and “*Organization Development*” in this company.

As mentioned above, nowadays change in the organization is an important issue and the main concern of the top management. Therefore, the purposes of this study were as follows: (1) To investigate and gain a deep understanding of What were the organizational changes of the KTC, to describe why the KTC needed to change; and (2) To study how organizational change occurred in the KTC.

Research questions

The two research questions of this study were:

1. What were the organizational changes of the KTC?
2. How did the organizational changes occur in KTC?

Literature review

Organization change

Organization change became an interest of scholars during the first decade of the 20th century. Frederick Winslow Taylor, the father of scientific management, mentioned organization change in “*The Principles of Scientific Management*” (1911), which was based on four principles: (1) Data gathering, knowledge about the way work has been done in the past, *via* discussion with workers and observation of their work; (2) Worker selection and development, paying considerable attention to selecting and placing the worker in a job that was as good a match as possible of human skill and ability with the requirements of the job, in other words, the nature of the work itself; (3) Integration of the science and the trained worker, bringing together scientific management and the trained worker to “make” the workers and science come together. In other words, workers needed to be treated well, taking into consideration their wishes and allowing them to express their wants freely. However, if a worker refused to perform the new modes of work, then moving the person out to another job in the company or severing the worker from the company by a proper step to take; and (4) Re-division of the work of the business; dividing the work of the company into two large parts. The job of the workers was to perform the work itself and the job of management was plan and monitor the work, not to actually do the work. Managers were acting like scientists, constantly collecting and analyzing data and then planning for the next project (Burke, 2002).

Scientific Management became controversial, however, when some scholars supported Taylor strongly, and some argued that Taylor was not only the father of the scientific management approach to organization change, but also the father of the whole field of industrial engineering. It is also related to activities of today, including ISO 9000, six sigma, and total quality management. So far, there are 10 important approaches for organization change, there are (1) Scientific management, (2) The Hawthorne studies, (3) Industrial psychology, (4) Survey feedback, (5) Sensitivity training, (6) Socio-technical system, (7) Organization Development, (8) The managerial grid and OD, (9) Coercion and confrontation, and (10) Management consulting. Burke (2002) concluded that it is a tracing of the important forerunners of the modern-day study of organization change: (1) Scientific management, (2) The Hawthorne studies, (3) Industrial psychology, (4) Survey feedback, (5) Sensitivity

training, (6) Socio-technical system, (7) Organization Development, (8) The managerial grid and OD, (9) Coercion and confrontation, and 10) Management consulting.

Burke (2002) stated that it is very important to understand the different effects of organization change across the primary level of any social system. Burke provided three levels of organization change. These primary levels are the individual, the group or work unit, and the total system or organization level. How organization change affects the individual differs from how work units are affected and how the total system is affected.

Furthermore, the major focus for change differs as a function of level. At the individual level, the focus of attention is on activities, such as recruitment, replacement, and displacement; training and development; and on coaching and counseling. At the group level, the focus is on, for example, team building and self-directed group. At the total system level or organizational level, the emphasis is on the different orders of change.

Palmer, Dunford, and Akin (2006, pp112-113) concluded that there are two types of change. The first one they called "First-Order, incremental change" (p.112). It may involve adjustments in systems, processes, or structures, but it does not involve fundamental change in strategy, core values, or corporate identity. The second one is called "Second-Order, discontinuous change" (p.113). It is transformational, radical and fundamentally alters the organization at its core. The Second Order change entails not developing but transforming the nature of the organization.

Research design

Case studies were found in which the structure of a given industry or the economy of a city or a region may be investigated by using the case study method. In all of these situations, there are unanswered questions. For example, is it still a case study when more than one case is included in the same study which case studies be used to do evaluations (Stake, 1995).

The essence of a case study, the central tendency among all types of case studies, is that they try to illuminate a decision or set of decisions: why they were implemented, and with what result?. The scope of a case study: (1) A case study is an empirical inquiry that investigated a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. In other words, researchers typically use the case study method because they deliberately want to cover contextual conditions - believing that they might be highly pertinent to their phenomenon of study; and (2) The case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points, and more than one result (Yin, 2003, pp. 212-214).

Data collection and analysis

This section describes the process of data collection. This section also presents the steps that the researcher employed to analyze the data that were gathered from 26 participants, as shown in Table 1.

Table 1. Participants of this study**Supervisor level and operation level are employees who acting as non-managerial staff**

Position of participants	Code	Number
Top management level	TMV	4
Middle management level	MMV	12
Supervisor level	SMV	5
Operation level	OMV	5
Total		26

It should be noted here that the researcher in this study used a manual coding technique. Saldana (2009) concluded that coding manually is useful for small-scale studies. It can be seen that, in this research study, there was not a high number of interviewees. This explains why the researcher used manual coding for analyzing the data. There were three cycles. The portion of data to be coded during First Cycle Coding processes can range in magnitude from a single word to a full sentence to an entire page of text to a stream of moving images. In Second Cycle coding processes, the coded portions extracted the same units, longer passages of text, or even a reconfiguration of the codes themselves, and the Third Cycle was “Focused Coding”, (Saldana, 2009, p. 54).

First cycle coding method

When the data were extracted from the interview transcripts, the coding and formatting made it more convenient and easier to revise. The number for each line was assigned to allow a preliminary analysis of the data. The researcher used a pencil portrait of Initial Coding, devised by Charmaz (2006), and then the researcher needed to read and re-read the raw data. Then, she began to categorize in the second cycle coding analysis, which will now be presented in more detail.

Second cycle coding method

In the second cycle coding devised by Charmaz (2006), the researcher began with manual coding line by line. Then, she classified and grouped the open codes. In order to clarify the second round coding correctly the researcher consulted a qualitative research expert in this matter. Finally, 36 categories emerged and these categories were grouped to become eight themes: (1) Change, (2) Views from Outside in, (3) Strengths of KTC, (4) Factors Affecting a leading credit card provider, (5) Smart Office as an Innovative of KTC, (6) Link of KTC stakeholder, (7) Learn & Earn Program and (8) Reasons for KTC separating from the KTB. The whole interview step took 3 months from October 2012 to December 2012. As the KTC is located in Bangkok, the researcher collected all the data in Bangkok.

Rigor of the study

The validity and reliability of qualitative research is established by its trustworthiness (Lincoln & Guba, 1985). The researcher used the following methods to ensure the trustworthiness of her findings: (1) Triangulation in order to confirm the categories

and themes, using document analysis and in-depth interviews with participants at four management levels who were currently working in KTC ; (2) Reflexive notes were kept and also progress reports were written on a regular basis; (3) “Peer debriefing techniques” were employed by consulting a qualitative research expert to re-check the whole data collection and interpretation process; (4) Thick description was another trustworthiness method of this study; and (5) Data management and analysis: The researcher carefully implemented each of the three rounds of data analysis

Findings and discussion

Research question one: “What were the organizational changes of the KTC?”

In response to this research question, there are two main issues regarding the organizational changes that occurred in the KTC. There were five main issues of change: (1) the Physical Environment Changed; (2) the Culture Changed; (3) the Working Style Changed; (4) their Communication Style Changed; and (5) the Customer Service Style Changed.

Physical environment changed

The workplace environment was re-designed within the KTC organization to introduce the concept of a fun and an easygoing approach, such as, during the day, employees could play table tennis or pool, or relax in a comfortable chair during the day while they would like to get relax. Furthermore, the office areas were designed with the modern form and decorated with modern office furniture including tables, chairs and, eventually, the executive offices were designed using transparent materials; there were no partitions between employees’ tables and also the meeting rooms had a lot of new modern furniture. Finally, IT support was provided for all their users who were more comfortable working in their offices which adopted a concept of mobile office space where ideas could come from anywhere.

The culture changed

The core values changed to fit in with the real situation of KTC’s business, whose first leader separated KTC from the KTB and made major changes, such as creating a jeans culture and a t-shirt uniform culture that created the new brand image of an energetic looking organization and also he created the new core values SFDPM: Simple, Fun, Dynamic, Professional and Modern. The core values were embedded in all employees by communication by the top executive level, arrange employee activities that related with the core valued and create the performance management system linkage with the core valued like a corporate DNA. Furthermore, the second leader followed the first leader’s policy by creating three new Core Values: Differentiation, Coordination and Ownership (DCO).

The working style changed

The main reasons for culture change at KTC was an energetic looking organization, employees feeling happy, fun and comfortable while they were wearing the free-style uniform at work and also the IT Support team were creating new services and solutions for users that built a more convenient working environment. The smart office in KTC meant that there were no permanent personal tables and chairs in their office. Employees could work in

any areas in the office and furthermore the flexi-time working style policy made employees feel more comfortable and feel great with their work-life balanced working style.

The communication style changed

KTC leader set up the new employee relation team (ER) in HR, for creating and arranging the new employees' activities. The new ER team had a group of creative working experiences background in advertising agency business that they could create the interesting activities that seemed to be in touch with their Generation lifestyle with aimed to persuade all KTC employees to join the activities as much as they can. All activities supported the two-way communication throughout the organization by adopting an informal communication pattern that made the employees familiar with each other and the company messages were more interesting. Especially, all management levels were still highly concerned with these activities, they are fully had try to participate with ER activities to create a high level of moral and employee motivation and also to reduce the generation gap between the top management and their employees.

The customer service style changed

KTC's leader had a lot of innovative ideas to create new services to strengthen and develop the new customer service system and solutions. On the other hand, KTC's first leader had a policy of a self-management working style that created an empowerment working culture which cultivated to their employees to think, do and responsible their jobs by themselves.

All these changes at KTC were integrated and combined together to align with the re-branding strengthen policy, making KTC a leader of the credit card business and it became the ambassador brand. The KTC's strategies, its seem to be look like aggressive strategies and try to think outside the box ideas from top management on that time all new style changed for create the differentiate to their business than the competitors, which aimed to create highly customer satisfaction level of the customer on the market that leading KTC to be the sustainable profit enterprise go on.

Indeed, from the findings it emerged the concepts of "leader" and "leadership" are very important. Regarding this issue, the researcher would like discuss the roles of the two leaders of KTC, as there were many factors that forced KTC to change *via* KTC's first and second CEOs, including external factors and internal factors, as summarized in Figure 1, which illustrates the main components of the changes that occurred in KTC, implemented by the first and second CEOs of the new organization.

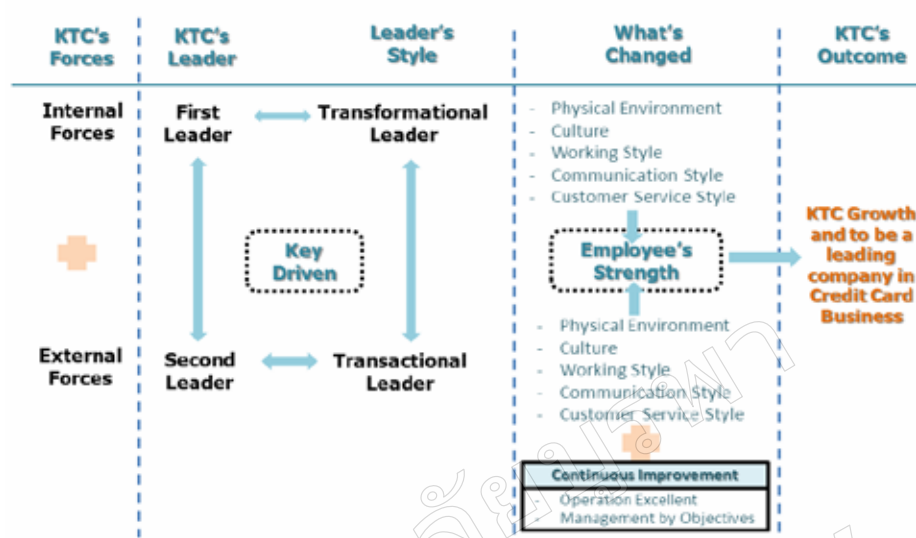


Figure 1. Tentative model of organization change at KTC

KTC's first CEO

In guiding the cultural change of KTC, its CEO and first leader was a role model who changed the employees' culture, such as changing the employee uniform to become a "jeans culture", created KTC's DNA or 'SFDPM' values, which is an abbreviation of 'Simple, Fun, Dynamic, Professional and Modern', renovated the offices to become a 'KTC Smart and Modern Office', designed a 'Flexi-time working style', provided facilities for employees to relax during their workday, and designed an 'open view office'.

On the other hand, the IT team supported the employees closely with facilities, such as the Notebook PC, private locker and also communication tools in the main office.

KTC's first CEO had a head hunting policy by searching for the employees at the executive level from other overseas companies in the credit card business and created a new team that combined with the old team from KTB. Furthermore, the first leader created an 'Employee Relations (ER) team' that included creative persons who had experience in marketing and an advertising background to work with the HR team under the KTC 'Fun' strategy. The ER team was assigned to create the employee activities that persuaded employee participation for those willing to join activities in a fun environment and to feel free to share in the company and also CSR activities. All these activities made the 'open-minded culture' in the organization and increased familiarity among the KTC employees, so that executives joined in every employee activity with their 'brothers' that reduced the gap in employee communication.

For the recruiting strategy, KTC had a project called 'Learn and Earn' that was useful for the undergraduates who studied in their sophomore year in university to get opportunities to work with KTC and earning income from the internship program.

The outsourcing service was the first alternative of KTC's first CEO who chose to hire them to work with KTC, which joining with KTC employees in all activities that made them to feel an important part of KTC's success. All these initiatives of KTC's first leader made

KTC employees proud to be members of a 'Public Company', which was listed on the SET (Stock Exchange of Thailand).

The outsourcing concept was chosen to help the organization's success in areas of administration, finance and accounting, human resources, sales and marketing, customer services, international call centers and data processing services. The first KTC leader used outsourcing strategies to support them to create the competitive ability at that time, allowing KTC to grow quickly.

According to Ulrich *et al* (2010), leadership is a key success factor for driving organizational success, for example in Microsoft and SMRT All these organizations had leadership investment and developed a team activity concept. Furthermore, leaders are intimately involved in their company's leadership and HR was a part of this process to groom future leaders, called "Mutual Investment" in Chinese firms. The effective leader improves employee retention and performance. KTC was an example of an organization where the leader had created the employee value proposition by creating and changing the workplace, working style, developing their employees that touched their employees' minds and grew the company with high employee engagement. This is the reason why the leader was a critical success factor, in that organizations should develop and invest in their human capital for their own competitive advantage.

KTC's CEO second leader

He followed the first KTC CEO's policies, such as the uniform culture, fun working environment, informal communication and retained the KTC DNA with included three more words in 'what more do we want?': Differentiation, Coordination, Ownership' to become eight values 'SFDPMDCO'. Furthermore, the KTC CEO's second leader also increased the training budget, employee compensation and benefit.

The KTC's second leader was a key success factor of the KTC organization in the role of "Transformation Leader", according to Chalaechorn, Rojsurakitti, & Pungnirund (2012). KTC second leader's behavior had transformed and improved both personnel and the organization. The leader was a role model to develop organization by focusing on organizational performance, such as the 'Operation Excellent' policy by using the "managing by objectives" technique (MBO) to create the KPI that linked with the company's vision. Furthermore, KTC's second leader tried to keep organization effectiveness concepts concerned with cost, service quality, problem solving, and other factors.

All these policies of KTC's second leader were aimed at continuing its development by strengthening the organization and needing to fill the gaps in KTC's organization, based on continuous improvement from the KTC's first leader, who was a "Transformational Leader" who emphasized building and establishing the KTC organization by creating a good environmental workplace and building employees' teamwork relations, inspiring them to achieve high respect from their employees. He was different from KTC's second leader, who needed to increase the company's effectiveness and to focus on strengthening the organization to increase its capability for competition with other competitors in the same business. This difference highlighted the distinction between the "Transactional Leader" concept and the "Transformational Leader" concept, as explained in Bass'(1990) theory of Transformational and Transactional Leadership. Bass identified the behaviors underlying the transactional and transformational concepts. Three factors were classified as

transformational: (a) Charismatic Leadership, of faith, respect, and inspiration engendered by the leader; (b) Individualized Consideration, of attention and support given to individual followers; and (c) Intellectual Stimulation, by which the leader enables followers to rethink the ways they do things. The other two factors were classified as transactional: (a) Contingent Reward, the degree to which the leader provides reinforcement in return for appropriate follower behavior; and (b) Management-by-Exception, the extent to which subordinates hear from the leader only when failures or problems occur.

In summary, changes of the ‘Organization Development’ in KTC was the main contribution of KTC’s first leader who used the ‘differentiate strategies’ approach to change the working style from ‘traditional finance and banking working style’ to be a ‘creative working style’ with IT and new technologies support that was appropriate to the new Gen Y working style, as they love to work in a flexible environment, fast learning, love to work in a challenging job and have a high ability to accept change. These changes made KTC into a ‘unique working culture’ and gained respect from outsiders. Moreover, the second leader, who followed the first leader’s strategies, helped to focus on all details with accuracy and correct information in business, so that the company could grow the credit card business in a highly competitive environment.



Figure 2. The Exclusivity in the strengths of KTC

The strengths The Exclusivity in the strengths of KTC, in terms of the service, as illustrated in Figure 2, are the KTC staff who have the KTC TOUCH Service mind and a one-stop service. KTC is different from other credit card providers and honest with its customers, stakeholders, and also its employees. KTC employees will be trained to act in a systematic way, particularly with KTC’s focus on service. Who can impress the customers? We have trained our staff to have patience and know how to be flexible with the pressures on the customers’ complaints and KTC organization also provides the Employee Relations (ER) section under its HR department. It is responsible for direct communication and the involvement of all KTC employees’ participation. Today, KTC employees take pride in the DNA of the KTC.

Furthermore, employees who worked in KTB achieved promotion in their career path to become upper level administrators in KTC. They worked with and learned about the administration of a range of changes within the organization. From the beginning until now, leaders are attentive to staff at all levels and also motivate employees to work with continuity.

For the employees' workplace design, HR's applied strategy was to set up a different environment. Facilities and IT support staff quickly and began to explore the opinions of people in the organization. That the people inside are friendly and how HR should be something like Employer Engagement Leadership Participation in Brand and talent management, KTC had to hire a reputable company in the field of HR name consult company (X company) into systems Online Now start the 80 percentile already in the past, using the Hay and Marketing Survey, as previously described by the former CEO who was in charge all along. But you have to change the CEO, which is not based on the HR directly. KTC cared because it had many happy employees. Its policy was to have a high standard of care for staff, including a standardized assessment system.

On the other hand, communication within an organization is very important. Managers at all levels of staff across the organization of KTC used communication channels in many forms, so that everyone could talk more easily in the work environment, such as conference rooms having enough support communications team members. Jobs, such as working in a team of Loan and Credit Card, required great sensitivity to outsmart competitors in their marketing. They needed to be creative, and speedy in their thought processes and decision making. They looked at the target, shared information and that is very important.

Employee relations at KTC were a high priority. There were administrators to take good care of their staff in terms of executive compensation, bonuses and presents, and a Smart Office environment with music playing. During the flood crisis of 2011, KTC even provided accommodation for employees with problems. Even though the staff made a mistake in the amount of Baht 10 million, which is normal in Thailand to make a mistake in the amount of 10 million, he did not make it up, but KTC supported its employees by looking at the system. KTC did not look at its employees as labor, but adopted a caring and sharing attitude towards staff as human beings. Focusing on HRD, team building development is one of the strategies that was very important for KTC to focus on. ER Team building activities are responsible for all the employees. The purpose was for staff to learn together, to see a clear goal of the organization. And staff also had the opportunity to communicate their suggestions.

Mentioned above was the policy of the former CEO to hire someone with experience specific to the work of debt management. There were many employees who had more experience working with other companies, such as City Bank, Amex and/or in KTC, so that they needed someone with relevant experience in order to make the debt management more effective. At the beginning, KTC really needed to have employees who had more experience in the credit card service business, so that the first CEO outsourced some work, while second CEO took the opportunity to outsource the work to regular KTC employees in order to reduce outsourcing service payment.

For the recruitment and selection processes, KTC recruited people who were talented employees. They were the brains of the organization and made more income for the organization. Indeed, some of them may be called the Super Talented Employees, as she or he has more challenges to support KTC to be one of the leaders in the credit card service

business. In the early stages of the adaptation process, KTC used an HR and Management Consulting Firm to set up a system to provide care for its people and also had a systematic evaluation for manpower planning in the future. In addition, KTC hired an outsourcing consultant that ultimately led to a systems consulting firm for Human Resources. KTC, the organization, had a distinctive, clear vision and mission. Employees had the freedom to express their opinions freely and were free to sit anywhere. There was no atmosphere of pressure. The organization had a supportive environment for employees to work in independently.



Figure 3. Downsizing separated for a highly competitive business

There were good reasons why the personal loans section and credit card section separated themselves from the KTB. In order to survive in the credit card business they wanted to be independent, as it made the organization more agile. And to have the credit card business strengthened made it able to compete with its rivals. Thus, it must be separated and the management team listed the KTC as a separate public company on the SET. It also started to build a Culture and Brand Vision for KTC. Credit cards are now widely accepted in Thailand and there was the opportunity for a lot faster financial innovation in this company as a separate organization. Issues about KTB's affiliates which were unable to raise themselves, multiple tasks had to be managed separately from KTB, but cannot be pulled back to the same company. KTC was separated out to be self-sufficient.

Research question two: *Why did the Krungthai Card Public Company Limited (KTC) need to change?*

In response to this research question, there are two main themes regarding the KTC organization's need to change: (1) Reasons of KTC had separated from KTB and (2) Views from outside in.

KTC was positioning itself as a new company in the credit card business, with many competitors in Thailand's credit card business, such as the global companies and private banks in Thailand, who have more experience than KTC for commercial and service customers. KTB had to change because of the forces or trends in the banking business, especially in the credit card market.

Theme 1: Reasons why KTC separated from the KTB (Krungthai Bank)



Figure 4. Reasons of KTC had separation from the KTB

According to document reviews and interviewing, the finding emerged that KTC was separated from the Krung Thai Bank (KTB) and created a very different work atmosphere. As KTB is very large in terms of organizational structure and the number of their employees, so that, in order to manage their own credit card business, KTC was established as a separate entity to achieve agility. Cumming and Worley (2005) argued that organizational change involves moving from the known to the unknown. Because the future is uncertain and may adversely affect people's competencies, worth, and coping abilities, organization members generally do not support change unless compelling reasons convince them to do so. Burke (2002) stated that CEOs or managers were acting like scientists, constantly collecting and analyzing data and then planning for the next project. More importantly, he recommended that an organization may need to re-divide the work of the business; dividing the work of the company into two large parts. The job of the workers was to perform the work itself and the job of management was plan and monitor the work, not to actually do the work. Indeed, KTC needed to change the entry in the image of the bank, a state-owned enterprise, in order to create trust for the customer service, as the business environment has changed rapidly and become increasingly complex with new technology, new concepts of competition, and so on. Jacobs and Russ-Eft (2001) stated that the successful organizations will be able to quickly turn strategy into action; to manage processes intelligently and efficiently, to maximize employee contribution and commitment.

In 2010, KTC's market value was 3,300 million baht and Krung Thai Bank still held 49.45 percent of KTC. It was the leading credit card company with a market value of more than 3,000 million baht (about US\$100 million dollars). In 2012, KTC's market value increased to 12,662 million baht (about US\$420 million dollars), even though there was a heavy flood in Thailand in 2011 (KTC annual report, 2012). The background of this success comes from the dedication and cooperation of the people in an organization committed to helping each other. The new CEO has determined four strategic priority areas: (1) improving the management of credit risk by monitoring the debt and legal action; (2) optimize the operations by the operation of the array used hiring an outsourcing to manage and conduct themselves from within the organization, as well as the initiative to perform new tasks, such as reducing costs. In other words, to streamline and increase the efficiency of the administration; (3) Developing an excellent service to ensure customer satisfaction; and 4) marketing innovation by selective marketing activities to be different and the needs of its members are foremost continuously (KTC annual report, 2012). Chareanpong (2009) concluded that, at the present time, the behaviors of the financial transactions of people are

changing from the original ways. For example, the credit card business is used to change the behavior of customers who apply for the “credit card”. It is very convenient and very comfortable, such as for the payment of electricity, water, and telephone accounts, as well as for personal accident and life insurance or even to withdraw a cash advance. It impacts on the economy of the whole country. It is now widely accepted that if the country’s financial system is strong, it can make economic progress. The four KTC strategies mentioned above were not only to help fix the current problem, but also helped pave the way for KTC to step into the strong entrepreneurial profits simultaneously with the opportunity to compete and expand the business. KTC still maintains its leadership in the credit card business. It also has clear cost management processes used in the management of marketing programs to ensure that the company will achieve a good return on its capital.

Previously, KTC had two key competitors that forced KTC to separate and to stand alone from KTB. It needed to have the authority to manage the organization more efficiency. In 1995-1996, no one knew KTC at that time, so that KTC tried to communicate their branding to public society by creating a marketing campaign to show the benefits of KTC, that differentiated it from their competitors, such as the ‘KTC Touch’ the payment channel that made for comfortable, online payments. Finally, KTC expanded its business to create new customers who needed to use a credit card in their everyday life.

The main reason why the ‘Personal Loan Department’ of KTB was separated was because of the increasing rate of non-performing loans (NPL) at that time and because they needed to survive in the credit card business. The results of the changes made KTC into a healthy organization and strengthened it to compete with its competitors in the same business. Furthermore, the executives of KTC would like to register the KTC in the SET that made KTC was a public company limited. Finally, KTC had a policy to strengthen their branding and embedded the core, valued ‘SFDPM’ values, which is an abbreviation of ‘Simple, Fun, Dynamic, Professional and Modern’ in KTC which CEO’s vision had the business strategy to create the smart credit card and service innovation. After the critical changes, KTC could make highly performance growth in the credit card business continuously and because KTC was listed in the SET and, thus, could make decisions more efficiently than previously.

Growth pressure also forced KTC to make changes, such as when in 1992 Kevin Sharer joined Amgen Inc. (Palmer, Dunford & Akin, 2006), which was a company that needed to change itself to be a world-class biotech company Amgen had to move beyond its startup days in which decisions were made based on hallway conversations. There was a lack of consideration of the market by its scientists, and salespeople were only loosely accountable for their sales targets. When Sharer became CEO, he made organizational changes, including individual (rather than regional) based performance for sales representatives, monitoring the number of sales calls they made each week and the use of handheld computers to record details of their sales conversations, so that their managers could identify poor sales tactics and take steps to change them.

The organizational changes in both Amgen and Microsoft entailed the routinization of work practices. These changes are often the outcome of company growth and they are implemented to handle the complexity of their business operations and to bring rigor to running them (Palmer, Dunford & Akin, 2006). KTC adopted an outsourcing policy and invested in IT support that strengthened KTC and were the reasons for their employees

having high levels of competency and dared to accept change and challenge in a new business.

In the case of the integration and collaboration pressures, there is the example of SunAmerica in 1998 (Palmer, Dunford & Akin, 2006), a financial network of brokers, was acquired by giant insurance company American International Group (AIG). The resultant broker-dealer network consisted of six businesses: Advantage Capital, FSC Securities, Royal Alliance, Sentra Securities, Spelman, and SunAmerica Securities. Signaling greater integration of these businesses, the name was changed from the SunAmerica Financial Network to the AIG Advisory Group. At the same time, changes entailing consolidation across the different businesses included centralization in New York, San Diego, and Phoenix of recruitment, legal compliance, and advisory services. Other changes included the creation of uniform standards across the businesses, better profiling of the AIG brand, and leveraging buying power across the network. This is a good example for KTC that gives insight into why today KTC and KTB are so strong by using the collaboration strategies, as in the sample case of AIG.

The identity pressures was the other change example in the case of the company called Forte Hotel, consisting of London Hotel, UK Hotels, and International Hotels, (Palmer, Dunford & Akin, 2006) found that they were often in market competition with each other and that hotel employees lacked cultural identity with Forte and its market name brand. In addition, their research found that service excellence was a key ingredient to achieving customer satisfaction and that this was linked to employee satisfaction. In order to address these issues, Cau (cited in Palmer, Dunford & Akin, 2006) created four distinct market segments, Le Meridien, Posthouse, Heritage and Travelodge, and developed a major cultural change program across the various hotel groups. His aim was to enhance the identity and commitment of staff to the Forte brand as well as to achieve service excellence. Organizational changes to assist in achieving these ends included promoting people development and employee recognition schemes in order to enhance job satisfaction for hotel operators. It seems like KTC need to compete with other competitors by create their own identity of KTC that represent the modernized credit card business, great service with a customer centered approach. Similarly, KTC achieved success later by establishing its own identity.

The issues outlined in this article suggest that more successful change managers are likely to be those who have a clear, personal understanding about the pressures on them to change their organizations and a well-developed rationale for what they are attempting to achieve and the likely effect of their actions.

Theme 2: Views from outside in

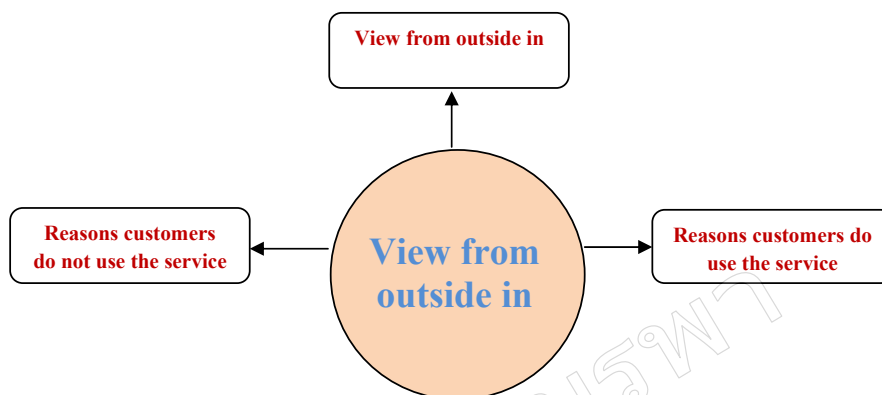


Figure 5. View from outside in

The new image of KTC was to create a distinctive look and a different design from any other financial institutions, as KTC is a modern enterprise. This new modern image was very attractive for customers. They wanted to know more about KTC products and how the KTC service satisfied their needs. Indeed, the KTC used a marketing strategy by using a single credit card fee for customers throughout their lifetime. With any credit card application KTC took only a short the time to authorize it, within 2 weeks, and KTC's Touch Department also provided a very convenient service for the fee payment of customers.

KTC used all its strategies based on making customers highly satisfied, especially with 'fast action services strategies' for credit card and personal loan. To achieve a high level of customer satisfaction, there were 4 key strategies that executive level employees emphasized and implemented: 1) Strengthening the Risk Management by using internal staff team of KTC to handling in the collection job for command and control by KTC itself that made highly decreasing the rate of NPL (Non-Performing Loans) and increasing the recovery rate by significant; 2) Improving the operation job by changing from outsourcing to be KTC operation by itself which create the new working system base on cost conscious concept and also could be checking and control by itself; 3) Developing high class customer service level in KTC; and 4) Creating the marketing innovation continuing by using new marketing campaign that differentiate with other competitors and rely on customer needs. Furthermore, the directions for make business to be the leading company, KTC used the cost management concept to execute Marketing Activation for ensuring a high return profit for KTC. Eventually, all these 4 keys strategies not only made KTC so strong in the Credit Card Business, but it also made KTC to become a leading company, to create profits which demonstrated its competitive advantage to expand the business continuously.

In summary, in order to survive in the credit card business KTC needed to be independent, as it prevented the organization from becoming too large. Furthermore, to strengthen the credit card business made it able to compete with its rivals. Thus, it must be separated and the management team listed the KTC as a separate public company on the Stock Exchange. These are the reasons why KTC, the personal loans section and credit card section of KTB, separated itself from the Krung Thai Bank (KTB). KTC has now

become one of the largest state enterprise financial institutions. Its aim was to manage itself independently, so that it could compete with its rivals. It began to adjust its people to have a good attitude towards change, to change the entire workplace atmosphere and the environment.

Implications

Implications for leadership in organization

The role of the leader is to facilitate change that results in better organizational performance. Organizations can make themselves more sensitive to pressures for change by encouraging leaders to surround themselves with devil's advocates and by cultivating external consultants. Change is part of the definition of leadership; leadership is the process of influencing followers to achieve organizational objectives through change.

According to the findings of this study, KTC leaders had a head hunting policy by hunting for the employees at the executive level from other overseas companies in the credit card business and created a new team that combined with the old team from KTB. As organizational change consists of the activities associated with planning, designing, implementing, and internalizing tools, procedures, routines, processes, or systems that will require people to perform their jobs differently, KTC leaders created the 'ER team' that included creative people who had experiences in marketing and advertising background to work with HR team under the KTC 'Fun' strategy. All of the activities combined to make an 'open-minded culture' in the organization and increase familiarity among KTC employees. Establishing a DNA and brand value were key success factors of the new KTC organization. More importantly, KTC provided a great environment and new technology to support their employees with communication tools in its main office.

To become the leading of credit card service in Thailand, the CEO or first leader of KTC used the 'differentiate strategies' to change the working style from 'traditional finance and banking working style' to become a 'creative working style' with IT and new technologies support that was appropriate to the new Gen Y working style. Gen Y employees love to work in a flexible environment, fast learning, love working in a challenging job and possess a high ability to accept changed. These changes made KTC to have a 'unique working culture' and gained respect from outsiders. Moreover, the second leader who followed the first leader's strategies, helped staff to focus on all details with accuracy and correct information in business. This focus allowed the company to expand into the credit card business and also increased its competitiveness. So the KTC leadership was crucial for the organizational changes that were found in this study and it should be useful for any CEO and top management level to learn or apply in the credit card business.

Implications for organization level

Every organization is facing an environment characterized by rapid technological changes, a global economy, changing market requirements, and intense domestic and international competition. The major focus for change differs as a function of level. At the individual level, the focus of attention is on activities, such as recruitment, replacement, and displacement; training and development; and on coaching and counseling. At the group level, the focus is on, for example, teaming building and self-directed group. At the total system level or organizational level, the emphasis is on the different orders of change.

Organizational change can be part of 'Organization Development'. From the findings of this study, the strengths of KTC, in terms of the service were the KTC staff who had the KTC TOUCH Service mind and one stop service. KTC was different and honest with its customers, stakeholders, and also its employees. KTC employees were trained to act in a systematic way, particularly with KTC's focus on service. KTC trained their staff to have patience and know how to be flexible with the pressures on the customers' complaints and the KTC organization also provided the Employee Relations (ER) section under its HR department. It was responsible for direct communication and the involvement of all KTC employees' participation. Today, KTC employees take pride in the DNA of the KTC. From the findings of this study, there were three levels of organization change. These primary levels are the individual, the group or work unit, and the total system or organization level. How organization change affects the individual differs from how work units are affected and how the total system is affected. The finding of this study should be useful for organization especially in credit card service business and banking. It should be also useful for scholars and professionals in the field of HRD in terms of organization development (OD) and organization change (OC).

Implications for national level

The credit card business was used to change the behavior of customers who applied for a credit card. It is a very convenient and very comfortable service, such as making payments for electricity, water, telephone, as well as personal accident and life insurance or even withdrawing a cash advance. It impacts on the economy of the whole country. It is now widely accepted that if the country's strong financial system, it can make economic progress such KTC is the credit card company that leads the market, with a value of more than 3,000 million baht (approximately U.S. \$300 million dollars). In 2012, KTC market value increasing up to 12,662 million baht (approximately U.S. \$ 420 million dollars) even had a heavy flood in Thailand in 2011. KTC has now become one of the largest state enterprise financial institutions. Even through this research project was a single case study, the setting was a company adopting "best practice" policies. As Thailand will join the ASEAN Economic Community (AEC) in 2015, the findings of this study provide guidelines for policy makers, government and the Board of Investment, Thailand (BOI) to support this kind of business in order to make our nation more internationally competitive.

Recommendations for further research

For further research, other organizations should be studied to gain more knowledge on organization change, especially organizational competency by generating the indicators to evaluate the organization competency of credit card service business from the findings of this study, such as the important roles of leadership, managing techniques, establish a band value, DNA of organization, communication, workplace environment and team building.

Moreover, for further research in the study of organizational change, the researcher may choose indicators to evaluate organizational competency, as mentioned in other aspects, to learn about organizational change in other dimensions, by applying the tentative model of KTC which was developed in this study, and presented in Figure 1. This evidence-based model includes the processes with 10 main components, with the factors based on external and internal forces. This model should be useful for supporting the AEC in the coming years.

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