

กิจกรรมสาธารณประโยชน์โดยบริษัทญี่ปุ่นในประเทศไทยในยุคของซีเอสอาร์:

กรณีศึกษาโรงเรียนอาชีพพระฤๅษณ์กับพานาโซนิคประเทศไทย.

นางสาวอายาโกะ ซาวาอูจิ

วิทยานิพนธ์นี้เป็นส่วนหนึ่งของการศึกษาตามหลักสูตรปริญญาศิลปศาสตรมหาบัณฑิต

สาขาวิชาเอเชียตะวันออกเฉียงใต้ศึกษา (สหสาขาวิชา)

บัณฑิตวิทยาลัย จุฬาลงกรณ์มหาวิทยาลัย

ปีการศึกษา 2552

ลิขสิทธิ์ของจุฬาลงกรณ์มหาวิทยาลัย

PHILANTHROPIC ACTIVITIES BY JAPANESE COMPANIES IN
THAILAND IN THE ERA OF CSR: A CASE STUDY OF
THE REDEMPTORIST VOCATIONAL SCHOOL
AND PANASONIC THAILAND

Ms. Ayako Sawauchi

A Thesis Submitted in Partial Fulfillment of the Requirements
for the Degree of Master of Arts Program in Southeast Asian Studies
(Interdisciplinary Program)
Graduate School
Chulalongkorn University
Academic Year 2009
Copyright of Chulalongkorn University


Thesis Title PHILANTHROPIC ACTIVITIES BY JAPANESE COMPANIES
 IN THAILAND IN THE ERA OF CSR: A CASE STUDY OF
 THE REDEMPTORIST VOCATIONAL SCHOOL AND
 PANASONIC THAILAND

By Miss Ayako Sawauchi


Field of Study Southeast Asian Studies

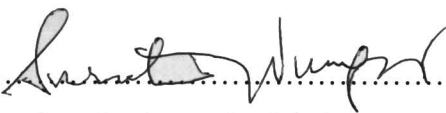
Thesis Advisor Associate Professor Surichai Wun'gaeo


Accepted by the Graduate School, Chulalongkorn University in Partial
Fulfillment of the Requirements for the Master's Degree


..... Dean of the Graduate School
(Associate Professor Pornpote Piumsomboon, Ph.D.)

THESIS COMMITTEE


..... Chairman
(Assistant Professor Theera Nuchpam, Ph.D.)


..... Thesis Advisor
(Associate Professor Surichai Wun'gaeo)


..... External Examiner
(Kittiwat Uchupalanan, Ph.D.)

อายาโกะ ซาวาอูจิ: กิจกรรมสาธารณประโยชน์โดยบริษัทญี่ปุ่นในประเทศไทยในยุคของซีเอสอาร์: กรณีศึกษา โรงเรียนอาชีวพระหฤทัยกับพานาโซนิคประเทศไทย. (PHILANTHROPIC ACTIVITIES BY JAPANESE COMPANIES IN THAILAND IN THE ERA OF CSR: A CASE STUDY OF THE REDEMPTRIST VOCATIONAL SCHOOL AND PANASONIC THAILAND) อ. ที่ปรึกษาวิทยานิพนธ์หลัก: รศ. สุรัชย์ หวันแก้ว, 110 หน้า.

จุดมุ่งหมายของวิทยานิพนธ์นี้ คือ การค้นหาว่าบริษัทญี่ปุ่นในประเทศไทยมีพันธกิจกิจกรรมสาธารณประโยชน์อย่างไรบ้าง วัตถุประสงค์หลักตามจุดมุ่งหมายดังกล่าว คือ การสำรวจจรรยาบรรณต่างๆ ของกิจกรรมสาธารณประโยชน์โดยบริษัทญี่ปุ่นในประเทศไทย รวมถึงการสำรวจกิจกรรมเหล่านี้จากในจุดของผู้ได้รับทุนและจากจุดของบริษัท โดยในส่วนแรกจะเป็นการวิจัยกิจกรรมสาธารณประโยชน์ของบริษัทญี่ปุ่นในประเทศไทยโดยใช้เอกสารและการสัมภาษณ์ในส่วนของหอการค้าญี่ปุ่นเพื่อรวบรวมวัตถุประสงค์ข้อแรก จากนั้น จะนำกรณีศึกษากิจกรรมสาธารณประโยชน์ที่โรงเรียนอาชีวพระหฤทัยเพื่อผู้พิการ สนับสนุนโดยพานาโซนิค ประเทศไทย มาวิเคราะห์เพื่อรวบรวมวัตถุประสงค์ข้อที่สอง

กิจกรรมสาธารณประโยชน์อาจแบ่งได้เป็น 2 ลักษณะ ลักษณะแรกเกิดขึ้นจากบริษัทเป็นแห่งๆ และอีกลักษณะผ่านทางหอการค้าญี่ปุ่น โดยกิจกรรมสาธารณประโยชน์ของบริษัทญี่ปุ่นในประเทศไทยมีลักษณะเฉพาะบางประการ ประการแรก กิจกรรมต่างๆ มักได้รับอิทธิพลจากระบบคุณค่าแบบไทย ซึ่งแสดงถึงพุทธศาสนาและพระราชวงศ์ ประการที่สอง กิจกรรมเหล่านี้ บ่อยครั้งที่ต้องเข้าไปจัดการกับปัญหาเชิงสังคมของสังคมไทย ประการสุดท้าย จากความตื่นตัวในเรื่องสิ่งแวดล้อมที่สูงทำให้บริษัทมีอาจะเลย

ในส่วนของหอการค้าญี่ปุ่นตั้งแต่ได้เข้ามาเป็นตัวแทนของบริษัทญี่ปุ่นในประเทศไทย ได้ใช้กิจกรรมสาธารณประโยชน์เพื่อพัฒนาความสัมพันธ์ระหว่างรัฐบาลไทยกับตัวองค์กร ทั้งที่ไม่ค่อยเต็มใจในการร่วมมือกับเอ็นจีโอ เพราะมีเรื่องความรับผิดชอบในการจัดการด้านเงินทุน ในส่วนของกรณีศึกษา ได้มีการตรวจสอบทั้งบริษัทและผู้รับการสนับสนุนเพื่อให้ภาพที่สมบูรณมากขึ้นของความร่วมมือด้านกิจกรรมสาธารณประโยชน์ สิ่งที่ได้พบจากการสัมภาษณ์บุคลากรในโรงเรียน คือ พานาโซนิค ประเทศไทย มีคุณูปการอย่างมากกับโรงเรียน บริษัทได้สนับสนุนในการจัดหาหลักสูตร ความรู้ เทคโนโลยี และเครื่องมือต่างๆ การสนับสนุนที่ยั่งยืนได้รับผลมาจากความสัมพันธ์เชิงมนุษยนิยมของ บริษัท และปัจจัยจากสังคมไทย จากการสัมภาษณ์บุคลากรและวิทยากรของบริษัท ทำให้เห็นว่า หลักการของพานาโซนิค ประเทศไทย ได้ถูกถ่ายทอดไปสู่พนักงานบริษัท ซึ่งเป็นแรงจูงใจให้พนักงานสร้างคุณูปการต่อโรงเรียนอย่างตั้งใจ แนวคิดเรื่องสำนึกรับผิดชอบต่อสังคมที่มีต้นกำเนิดจากตะวันตก ได้ถูกแปรรูปลักษณะของบริษัท เมื่อได้นำมาใช้ในประเทศไทย จึงได้ถูกปรับให้เข้ากับสังคม การศึกษายังได้พบว่า บริษัทไม่ได้มีการแบ่งปันข้อมูลเรื่องกิจกรรมสาธารณประโยชน์กับบริษัทอื่นๆ และกิจกรรมต่างๆ ไม่ได้ถูกทำให้เป็นนโยบายทั้งของบริษัทและโรงเรียน ซึ่งสามารถอธิบายได้ว่า ในบริบทของสังคมไทยและระบบคุณค่าร่วมระหว่างวัฒนธรรมญี่ปุ่นและไทย ได้ให้ความสำคัญกับการสร้างความไว้วางใจและความสัมพันธ์เชิงมนุษยนิยมในระยะยาว มากกว่ากิจกรรมสาธารณประโยชน์เชิงกลยุทธ์เพื่อส่งเสริมธุรกิจ กิจกรรมสาธารณประโยชน์ของบริษัทญี่ปุ่นในประเทศไทย จึงสามารถยกระดับการอยู่ร่วมกันของบริษัทญี่ปุ่นในประเทศไทยและสังคมไทย

สาขาวิชา เอเชียตะวันออกเฉียงใต้ศึกษา

ปีการศึกษา 2552

ลายมือชื่อนิสิต..... *Ayako Sawaschi*

ลายมือชื่อ อ.ที่ปรึกษาวิทยานิพนธ์หลัก..... *[Signature]*

5087613520: MAJOR SOUTHEAST ASIAN STUDIES

KEY WORDS: PHILANTHROPIC ACTIVITIES/ CSR/ SUSTAINABILITY/ JAPANESE COMPANIES/
HUMAN RELATIONSHIP

AYAKO SAWAUCHI: PHILANTHROPIC ACTIVITIES BY JAPANESE COMPANIES IN THAILAND
IN THE ERA OF CSR: A CASE STUDY OF THE REDEMPTORIST VOCATIONAL SCHOOL AND
PANASONIC THAILAND. THESIS ADVISOR: ASSOC. PROF. SURICHA WUN'GAEO, 110 pp.


The aim of this thesis is to find out how Japanese companies in Thailand commit their philanthropic activities. Main objectives in accordance with this aim are to explore the features of philanthropic activities by Japanese companies in Thailand, as well as to explore the philanthropic activities from both points of view, a recipient's and a company's. Firstly, philanthropic activities by Japanese companies in Thailand are researched based on documents and an interview with the Japanese Chamber of Commerce to achieve the first objective. Then, a case study of philanthropic activities at the Redemptorist vocational school for people with disabilities by Panasonic Thailand is done to reach out the second objective.

Philanthropic activities may be divided into two types, ones by individual companies and ones through the Japanese Chamber of Commerce (the JCC). The philanthropic activities by Japanese companies in Thailand have some unique characteristics. First they are influenced by Thai values, which emphasize Buddhism and the royal family. Second they often deal with social problems of Thai society. Lastly though awareness of the environment is high they are not so committed to it.

As to the JCC, since it represents Japanese companies in Thailand, its philanthropic activities are used to develop good relationship with the Thai government and its bodies. It is reluctant to cooperate with NGOs because of its responsibility to manage its fund. In the case study both the company and the recipient are investigated to get a more complete picture of corporate philanthropic activities. It is found through the interviews with school people that Panasonic Thailand contributes a lot to the school. Panasonic supports the school by providing the curricula, knowledge, technology, and equipments. The sustainable supports are impacted by human relationship, company's policies, and the factors of the Thai society. Through the interviews with people with Panasonic Thailand and the lectures, it is revealed that the principles of Panasonic are infused into the employees, which motivates them to contribute to the school willingly. The idea of CSR originated in the West is transformed into the company's principle. When it is applied to Thailand some changes are made to adapt to the society. It is also revealed that the company does not share information on philanthropic activities with other companies and the activities are not publicized neither by the company nor the school. It can be explained in Thai social context and common values between Japanese and Thai cultures, which emphasize trust-building and long human relationship rather than strategic CSR activities for business. Philanthropic activities by Japanese companies in Thailand can improve co-prosperity of Japanese companies in Thailand and Thai society.

Field of study: Southeast Asian Studies

Academic Year: 2009

Student's Signature 

Advisor's Signature 

ACKNOWLEDGEMENTS

Foremost, I would like to express my sincere gratitude to my advisor, Prof. Surichai Wangaeo, who has encouraged me to study this subject in Thailand. This thesis would not have been possible without his kind support.

Besides my advisor, I would like to thank the rest of my thesis committee: Prof. Theera Nuchpiam, and Dr. Kittiwat Uchupalanan for their encouragement, insightful comments, and hard questions.

My sincere thanks go to professors and staff of the Southeast Asian Studies of Chulalongkorn University. Also I would like to thank a number of people who have encouraged me to write this thesis, including the following: Prof. Hideto Fukuda, Prof. Daisuke Shintani, as well as teachers and students at the Redemptorist Vocational School. The Japanese Chamber of Commerce, and Panasonic Siew Sales (Thailand) Co.,Ltd.

Last but not the least, I would like to thank my best friend, Pimwalan Sripech, my family, and my grand father for supporting me spiritually through my life.

CONTENTS

	Page
Abstract (Thai).....	iv
Abstract (English).....	v
Acknowledgements.....	vi
Contents.....	vii
Lists of Tables.....	x
Lists of Figures.....	xi
Chapter I Introduction.....	1
1.1 Background and importance of the research.....	1
1.2 Objectives of the research.....	3
1.3 Definition of terms.....	4
1.4 Literature review.....	5
1.5 Research methods.....	5
Chapter II Globalization, CSR, and Philanthropic Activities in Japan and Thailand.....	8
2.1 Globalization and CSR	8
2.2 CSR in Thailand.....	10
2.3 CSR and philanthropic activities.....	14
2.4 Japanese companies and CSR in Japan.....	17
Chapter III Philanthropic activities by Japanese companies in Thailand.....	21
3.1 Basic information on the relationship between Japan and Thailand.....	21
3.1.1 Economic Gap.....	22
3.1.2 Cultural Characteristics in Thailand.....	24
3.1.3 Huge Japanese community in Thailand.....	25
3.1.4 Misbehavior by Japanese companies in satisfying certain stakeholders.....	27
3.2 Philanthropic activities by Japanese companies in Thailand.....	29
3.2.1 Philanthropic activities by individual Japanese company.....	29
3.2.2 The forms of philanthropic activities.....	32
3.2.3 Fields of philanthropic activities.....	34

3.3 The Japanese Chamber of Commerce.....	39
3.3.1 Background of the JCC.....	39
3.3.2 Contribution to the Thai society.....	40
3.3.3 Features of the JCC's activities.....	42
3.3.4 JCC's observation of Japanese companies philanthropic activities.....	43
Chapter IV Case study.....	46
4.1 A Case study of the Redemptorist vocational school.....	46
4.1.1 Background of the research.....	46
4.1.2 Background of Redemptorist Vocational School for people with disabilities and Father Ray Foundation.....	47
4.2 Research Findings.....	50
4.2.1 Case of headmaster of the school.....	50
4.2.2 Case of teachers.....	53
4.2.3 Case of students.....	58
4.3 Analysis of the data.....	61
4.4 A case study of Panasonic Thailand.....	66
4.4.1 Profile of Panasonic Thailand.....	66
4.4.2 CSR policy by Panasonic Thailand.....	67
4.4.3 Philanthropic activities by Panasonic Thailand.....	72
4.5 Research findings.....	73
4.5.1 Lecture.....	73
4.5.2 Lecturer.....	75
4.5.3 Manager.....	78
4.6 Analysis of the data.....	80
Chapter V Total analysis and discussion.....	84
5.1 Total analysis of the case study.....	84
5.2 Discussion	86
Chapter VI Conclusion	90
6.1 Conclusion.....	90
6.1 Recommendation.....	92

References.....	93
Appendices.....	98
Appendix A: Questions to Teachers.....	98
Appendix B: Questions to Students.....	99
Appendix C: Questions to Panasonic Thailand <English Version>.....	100
Appendix D: Questions to Panasonic Thailand <Thai Version>.....	104
Biography.....	110

LIST OF TABLES

	Page
<u>TABLES</u>	
Table 1: Research Design.....	7
Table 2: Answers of students.....	60

LIST OF FIGURES

	Page
 <u>FIGURES</u>	
Figure 1: Definition of sufficiency economy philosophy.....	11
Figure 2: The forms of CSR and Philanthropic activities.....	15
Figure 3: The idea of successful CSR	17
Figure 4: The ratio of Japanese companies engaged in philanthropic activities.....	22
Figure 5: The number of Japanese companies.....	25
Figure 6: The ratio of engagement in philanthropic activities by Japanese companies in Thailand.....	29
Figure 7: Forms of philanthropic activities.....	33
Figure 8: Fields of philanthropic activities by Japanese companies in Thailand.....	24
Figure 9: Organization chart of father ray foundation.....	81

CHAPTER I

INTRODUCTION

1.1 Background and importance of the research

Japanese companies in Thailand have a huge impact on the kingdom of Thailand economically, socially, and politically. To Japanese companies, Thailand is one of indispensable countries for their growth.

It is a huge global matter how to create sustainable society. All the sectors are asked to take the responsibility. Especially the roles of corporations have been drawn a huge attention from governments, the United Nations, Non governmental organizations (NGOs), and scholars. Now corporations are not only expected to ensure compliance but also engage in Corporate Social Responsibility (CSR). This is because corporations are regarded as citizens and because their involvement is integral to realize sustainable society. Corporations are necessary actors to achieve sustainable society. In this sense, corporate philanthropy is really worthwhile object to be examined.

Globalization has been brought convenient life. On the other hand, negative aspects of it should not be neglected. In parallel to globalization Japanese companies accelerated their move to expand their business into developing countries to seek for abundant natural resources, loose regulations on environment, lower wages, and so on. Thus Japanese companies benefited a lot from launching into Thailand. The industrialization of Thailand started in the mid-1970s as a lot of foreign companies came to Thailand. It induced destruction of environment, even though the economy showed a rapid growth. In addition to

environmental problems, social issues such as harsh work condition or child labor were presented.

Since the beginning of the 21th century problems caused by companies in the course of their pursuing profits have been paid worldwide attention to. In the context of the American way of CSR companies are asked for accountability as well as to govern themselves properly in accordance with compliance. In the European way of CSR companies are required to take responsibility to invest to make society sustainable. These ideas are adopted by the United Nations.

In 2000, the United Nations (UN) launched “Global Compact” to encourage businesses to promote social and environmental support in the areas of human rights, labor, environment, and anti-corruption. Behind its platform, there is common recognition that businesses, as a primary driving force of globalization, need to respect the idea of “global citizenship” and collaborate with other international actors in the recent global context regardless of their home or religions. (United Nations, 2008)

As CSR activities companies are asked to commit themselves actively to preserving the environment, solving the poverty problems, improving the human rights situation. This idea is presented in “GSR” (Global Social Responsibility) by Nikkei GSR Project. GSR includes the responsibilities of companies to solve global problems in cooperation with governments, citizens, and other various actors.*

Japanese companies owe a lot to Thailand and are expected to engage in philanthropic activities as their social responsibility. As corporate citizens Japanese companies in Thailand should be more focused on philanthropic activities to contribute to sustainable development in Thailand.

It is originally in corporate culture in Japan to contribute to society. Also in Thailand they have the widespread practice of Tam-boon, merit making. Actually Japanese company

* Nikkei GSR Project is managed by one of major Japanese newspaper companies “NIKKEI”.

has long contributed to Thai society but they have not been achieving to publicize it because they value doing good society.

These days, a few researches about philanthropic activities by Japanese companies in Thailand were conducted. However, such researches collect information only from the companies. To make corporate philanthropic activities more effective in realizing sustainable society, it is significant to see consider the view points of recipients. In addition, to evaluate the results of philanthropic activities by Japanese companies is essential. Since Japanese companies have huge influence on Thailand, they can do a lot to contribute to Thai society. What Japanese companies can do to realize sustainable society is explored.

In this thesis a corporate philanthropic case is studied by studying both the company and a recipient to get a more complete picture of corporate philanthropic activities. Through the case study effects of the philanthropic activities on both the company and the recipient are discussed. Tasks to be done by Japanese companies are also explored.

The aim of this thesis is to find out how Japanese companies in Thailand commit their philanthropic activities. This research may encourage further philanthropic engagement by Japanese companies in Thailand. Also it may contribute to improving relationship between Japan and Thailand.

1.2 Objectives of the research

Main objectives of the research are as follows:

1. To explore the features of philanthropic activities by Japanese companies in Thailand.
2. To explore the philanthropic activities by Japanese companies from both points of view, a recipient and a company.

1.3 Definition of terms

- Corporate Philanthropy: voluntary corporate activities to address social issues, investing company resources and expertise to help resolve these issues without seeking direct remuneration in return. The term ‘Social Contribution’ overwraps the term Corporate Philanthropy.
- CSR (Corporate Social Responsibility): the overall contribution of business to sustainable development of society whereby enterprises integrate social and environmental concerns into their business policies and operations, with a view to improve their impact on society
- Corporate citizenship: the concept that a corporation is a member of society and should conduct business and contribute to the society in cooperation with other members of society such as governmental organizations, NPOs, NGOs, and individuals
- Stakeholder: individuals or groups which influence activities of organizations or which are influenced by activities of organizations. in case of corporations stakeholders are shareholders, employees, consumers, business associates, communities, etc.

1.4 Literature Review

Only few attempts have so far been made at research for corporate philanthropy of Japanese companies in Thailand. The first research can be seen in the “CSR in Asia” (2005 and 2006) by the Global Environmental Forum (GEF) (Global Environmental Forum, 2005

and 2006), it especially focuses on environment. It highly evaluates environmental philanthropic activities by Japanese companies in Thailand.

Council for Better Corporate Citizenship (CBCC) under the Japan Business Federation has conducted a research (Shizuo Fukuda, 2005), “Corporate Social Responsibility in Asia: Bridging the Gap between Expectation and Practice”. It surveys the situation of CSR in Indonesia and Thailand. It focuses on the positive engagement in consideration of the ISO 26000* by the Thai government. Also it suggests that head offices strengthen ties with their overseas affiliates in terms of CSR and that Japanese companies operating overseas review their CSR practices and the publicity for them. Those researches discuss philanthropic activities by some companies based on interviews with them. What seems to be lacking is the observation from the viewpoint of recipients.

In 2008, Japan Foundation published a report on social contribution activities by Japanese companies in Thailand.(The Japan Foundation, 2008) This report describes how Japanese companies conduct their philanthropic activities in Thailand through research based on questionnaire. It is a good report to get a rough idea of the issue. However, it does not include viewpoints of recipients nor it does not evaluate the individual companies in terms of its effectiveness of their activities. Thus the report is used to understand and analyze philanthropic activities by Japanese companies in Thailand in the next chapter.

1.5 Research Methods

There are two main sources of information used for this thesis, published documents and the interviews.

* ISO26000 is launched by the International Organization for Standardization for providing guidelines of CSR internationally.

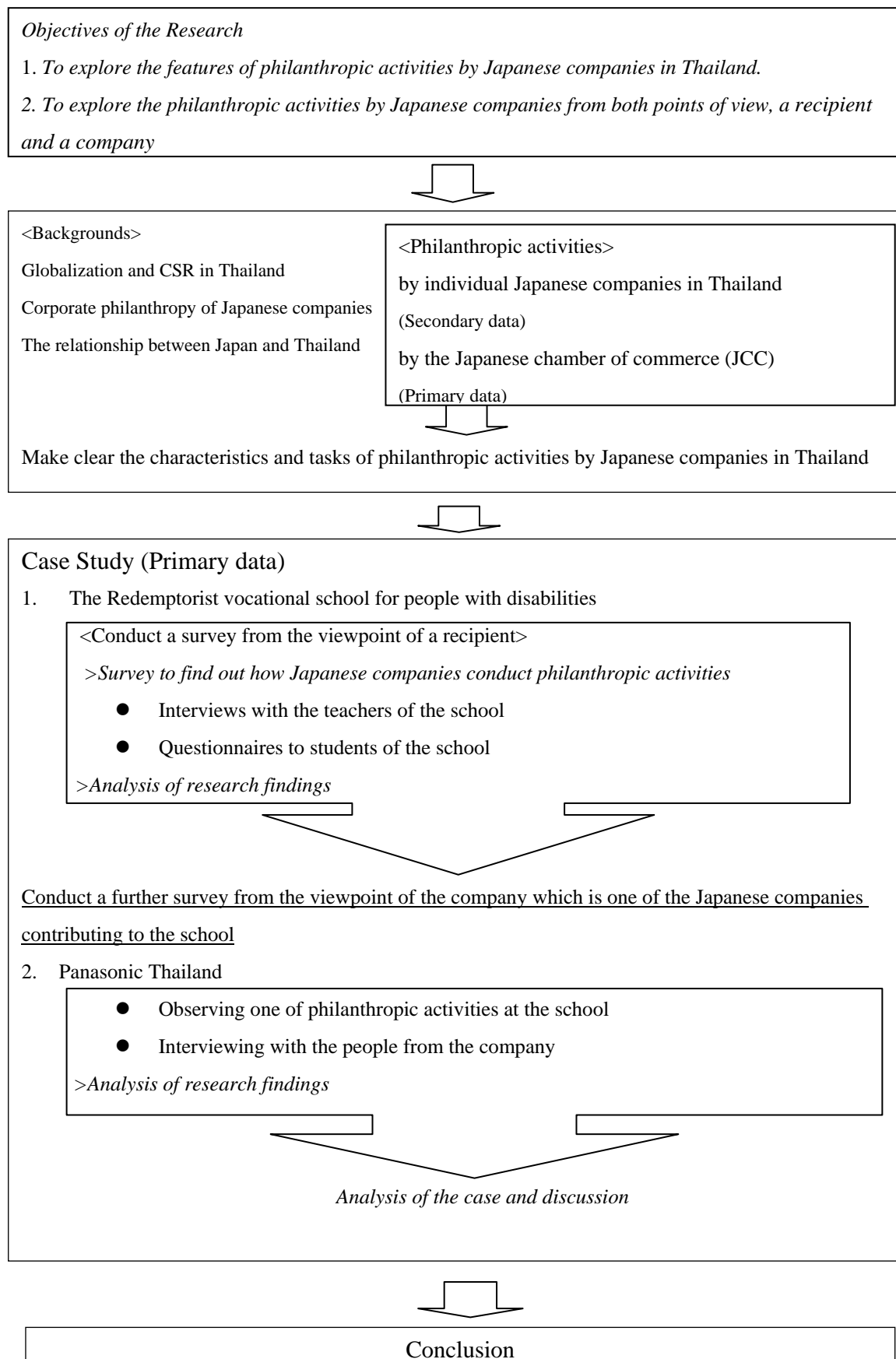
The documentary research is done in chapter two and three to understand the concept and the history of corporate philanthropy of Japanese companies, the relationship between Japan and Thailand, and the situation of philanthropic activities by Japanese companies in Thailand.

To reach the first objective of studying Japanese companies' philanthropic activities in Thailand, the data gathered from published documents, including the survey report conducted by Japan Foundation, are used as secondary. Furthermore, interview with the Japanese chamber of companies (the JCC) is conducted to collect the information on philanthropic activities by Japanese companies in Thailand.

In chapter IV, to examine what factors lead to sustainable and successful corporate philanthropic activities by Japanese companies in Thailand, a case by Panasonic Thailand at the Redemptorist vocational school is studied through interviews, questionnaire, and observation. Information on the case is gathered from both the company and the school.

Table 1: Research Design

Research Goal: find out how Japanese companies in Thailand commit their philanthropic activities



CHAPTER II

GLOBALIZATION, CSR, AND PHILANTHROPIC ACTIVITIES IN THAILAND AND JAPAN

2.1 Globalization and CSR

The idea of CSR is needed in many aspects in the 21c, since the responsibilities of business actors impact on from global environment issue to local communities. However, the word “CSR” is not especially a new concept. The origin of the CSR concept roots in developed western countries. The definition of the concept is different among international organizations and companies, thus CSR has no single definition. CSR is a voluntary and not legitimized concept. Philanthropic activities are only a small part of CSR, however for Thai and Japanese companies, they play a significant role in trust-building and contribute to their sustainable relationships. This chapter would describe philanthropic activities as an aspect of CSR both in Thailand and Japan.

Globalization influenced a lot on the spread of CSR. Behind the growth of global interest in CSR lies various social issues that have become increasingly diverse and complex along with dramatic developments in the global economy. Those include global warming, energy problems, instable supply of water and food resources, poverty, and so on. There is, thus, growing expectation from society that globally active companies play some role, whether directly or indirectly, to help resolve these problems. In addition, as businesses globalize forcing specific values of certain cultures and economic difference between countries or within a country come to be concerned.

It can be said CSR originated in Europe where one school of Christianity discussed fund management of a church in 1920s. After that, in 1960s and 1970s, CSR was closed up by media in terms of pollution problems following the global development of Transnational Companies (TNCs). And in 1980s CSR was popularized by social action programs. Then, in 1990s there was demand for the new role of CSR in the course of globalization.

For companies, CSR is generally integrated into their corporate codes. Such codes have different characteristics in each era. In 1960s and 1970s, the codes are characterized by state-led “command and control” regulations. In 1980s and 1990s it shifted to corporate self-regulation. And in the early 2000s it emphasizes co-regulation. As to CSR, co-regulation came up when two or more actors or “stakeholders” are involved in the design and implementation of norms and instruments that attempt to improve the social and environmental performance of companies.

The stake holder theory defines stakeholder as ‘any group or individual who is affected by or can affect the achievement of an organization’s objectives’ ranging from business associates to local and central governments. In this sense, the main goal of CSR is for the companies to create value for key stakeholders and take responsibilities for stakeholders’ interest. Following that, the corporate self-regulation and emphasis on co-regulation came to involve the emergence of “multi-stakeholder initiatives”. This multi-stakeholder approach is a popular theory adapted by TNCs, international organizations, and NGOs. Multi-stakeholder initiatives are meant to bring all stakeholders together in the forms of communication, considerations, decision making, and particular issues.

Peter Utting (2002) stresses some matters as important points of multi-stakeholder initiatives. In making decision on voluntary codes various actors are expected to take part in, though actors from developed countries tend to force their subsidiaries to accept their codes of conducts without paying attention to the affairs of the countries where those subsidiaries run their business. Thus too high standards, which are not realistic to be met, are required for developing countries. He continues as follows:

“Developments in the area of international regulation should avoid the implicit northern bias and top down character associated with certain initiatives to promote CSR. They need to more cognizant of developing country realities and based on consultative processes that include labor and southern actors as key participants. They also need to address the fact that global trade and policy regimes often restrict, rather than facilitate, the ability of developing countries to comply with higher labor and environmental standards.” (Petter Utting, 2002, p64)

What is important here is that CSR should take the balances of stakeholders into considerations. In this sense, in CSR the various factors and situations of the countries are needed to be considered. Richard Welford (2004) describes that there is connection between

the spread of CSR and the economic development of a country. He further argues that most CSR policies are based on localized issues and cultural traditions at a country level.

In 2000s, even though the definitions are different among various international organizations and companies, new voluntary standards, performance, and evaluation tools keep to spread through TNCs, and governmental framework such as Global Compact 2000, ISO 26000. Furthermore, the idea of triple bottom line which refers to the 3 main areas of CSR " People (society), Planet (Environment), and Profit (Economy)" is the common definition among their various definitions.

2.2 CSR in THAILAND

Recent growing awareness of CSR in Thailand is due to external factors such as increased launch into Thailand by TNCs (Trans National Companies) in accordance with globalization as well as internal factors including various social issues of Thailand. Even though the concept of CSR came from the developed countries, the basic thinking and the ethics of CSR can be understood by Thais easily thanks to internal social factors in Thailand such as Buddhism, the idea of the Sufficiency Economy bestowed by His Majesty the King. According to the research by the United Nations Volunteers (UNV) and the United Nations Development Programme (UNDP) the social, economic, and political factors encourage the CSR development in Thailand. (Pareena Prayukvong and Matt Olsen, 2009)

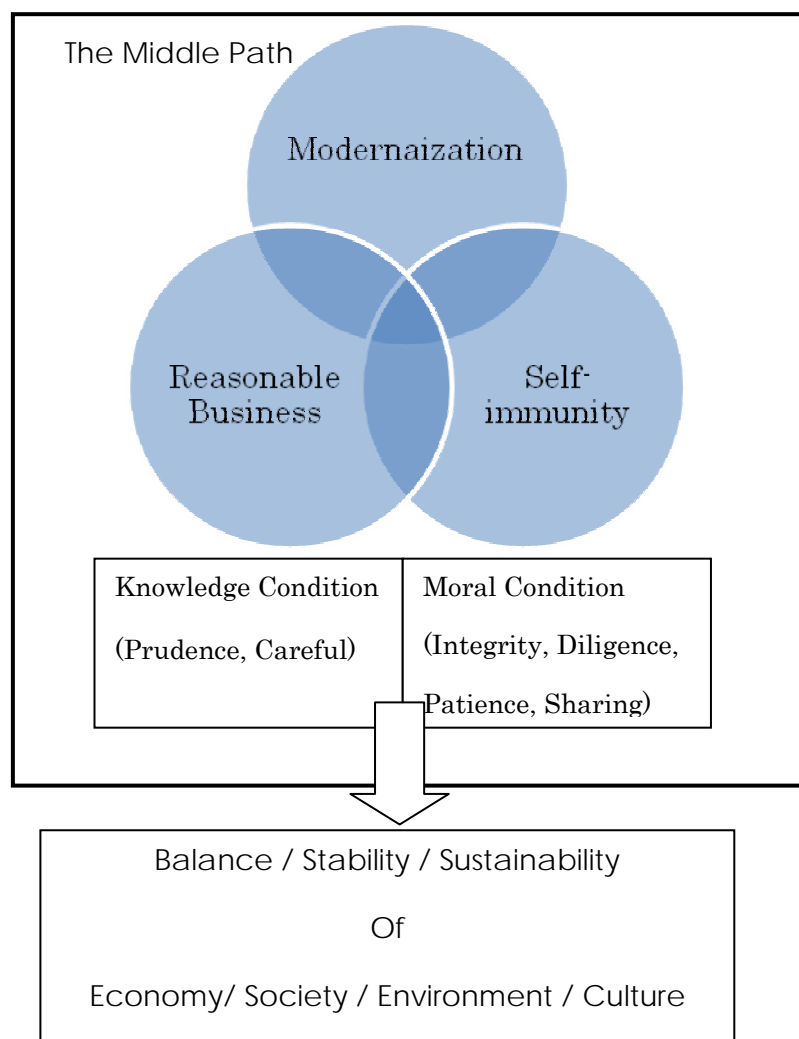
<In social context>

In the social context, there are three strong factors of CSR, 1. Buddhist culture and practices, 2. the custom of non confrontation, and 3. existence of the monarchy and the royal family's voluntary initiatives.

In understanding and progressing CSR in Thailand, the approach in social context can not be ignored. Also, it will be one of the specific characteristics of engagements in CSR and philanthropic activities in Thailand. The first and second factors come from the background of Thai culture. The Thai Buddhist tradition of merit-making is practiced in philanthropy, charity, sponsoring, volunteering, or sharing. Although there are arguments that companies' making merits in order to obtain commercial interests does not fit in Buddhism. It is argued

that making merits must not be done in expectation of any rewards. However, we can not ignore the significance of the culture in understanding CSR in Thailand. Secondly, the custom of non-confrontation is pointed out. The characteristic of the behavior is shared between Thais and Japanese. Thirdly, the existence of the monarchy and the royal family's voluntary initiatives have a huge impact on social as well as economic and political context of Thailand. Royal projects managed by the royal family and other social contributions by royal funds are popular in the country. The royal family contributes a lot to spread CSR in Thailand owing to the deep respect to the family by the nation. The royal family had advocated the idea of Sufficiency Economy which overlaps CSR before the idea of CSR spread in Thailand. The approach of the Sufficiency Economy is a philosophy bestowed by His Majesty the King to his subjects through royal pronouncements made on many occasions over the past three decades. (Chaiyawat Wibulswadi, Priyanut Piboolsravut, and Kobsak Pootrakool, 2010)

Figure 1: Definition of Sufficiency Economy Philosophy



Source: made by author based on the research paper of Sufficiency Economy Research Project Bureau of The Crown Property

“Sufficiency Economy is an approach to life and conduct which is applicable at every level from the individual through the family and community to the management and development of the nation.”(Chaiyawat Wibulswasdi, Priyanut Piboolsravut, and Kobsak Pootrakool, 2010, P4)

Recently the royal family set up a new CSR department in the Royal Foundations. Some social contributions by Japanese companies are done in cooperation with the royal family. Doi Tun by Mitsui Trading is an example. In other cases Japanese companies donate money to some royal funds for the purpose of social contributions.

<In Economic and Political context>

In the economic and political context the Thai government has come to commit itself to CSR recently, urged mainly by external factors.

During the 70s and 80s Thai economy grew a lot but at the same time economic difference among the nation expanded. Since the government could not cope with the disparity in an appropriate way, in 90s many funds financed by foreign entities were set up to take care of the welfare of the less privileged. After the currency crisis in 1997 the government reduced the budget for welfare. In 1997 the constitution was amended in corporation with many scholars. The new constitution encourages activities by NGOs, including their joint projects with the government, but then Prime Minister Taksin, who assumed power in 2001, advocated economic and political nationalism, hence he was hostile to NGOs and took measures to cut off foreign funds to NGOs. Since the coup in 2006 which ousted Taksin from power the government has been supportive of civil society organizations such as NGOs which engage in CSR activities. (Pareena Prayukvong and Matt Olsen, 2009) It even helped establish a new CSR Institute in the Stock Exchange of Thailand and CSR center and National center for giving and voluntarism in Ministry of Social Development and Human Security. In cooperation with academic society the government established CSR Asia Center in Asian Institute of Technology, which is a joint venture between AIT and CSR Asia. The center focuses on CSR research, training, and consultancy work on Thailand as well as

developing the networks among governments, business, and NGOs in order to contribute to effective and sustainable CSR. Global Launch of the CSR center at AIT was held on 25 March 2010. In the session, the special guest Foreign Minister Kasit referred to the importance of the engagements in CSR by all sectors in Thailand for the social and economic development in Thailand.



The scene of Foreign Minister Kasit's speech at the launching ceremony of the CSR center at AIT on 25 March 2010. Source: taken by author

The United Nations in Thailand promotes cooperation with the government as well as with corporations. In particular it emphasizes the roles of corporations in CSR activities. The UNDP, private sectors, and the local governments have expressed a particular interest in cooperation with the UNV. Consequently, a joint initiative between UNV and UNTV is stressing CSR to leverage volunteerism to meet the Millennium Development Goals (MDGs) in Thailand as well as make Thai companies benefit from and contribute to South-South exchanges. (The UNDP, 2009)

In the Thai business context, CSR initiatives by major Thai companies such as the Siam Cement Public Company, PTT group, and CP All Public Company have been appreciated. These companies have been required to meet the global standard of CSR through their joint ventures with foreign companies.

Richard Welford (founder and chairman of CSR Asia Center at AIT) conducted a survey on CSR activities of 20 major Thai companies. According to the research, "Although

CSR is taking a fast hold in Thailand with many companies, Thai companies are generally conservative in terms of disclosure and should see the business benefits of improved reporting.”(Richard Welford, 2010) CSR activities in Thailand are conducted from “own spirit” of individuals which reflects the philosophy of Thai Buddhism. Thus mostly CSR activities are done via voluntary measures.

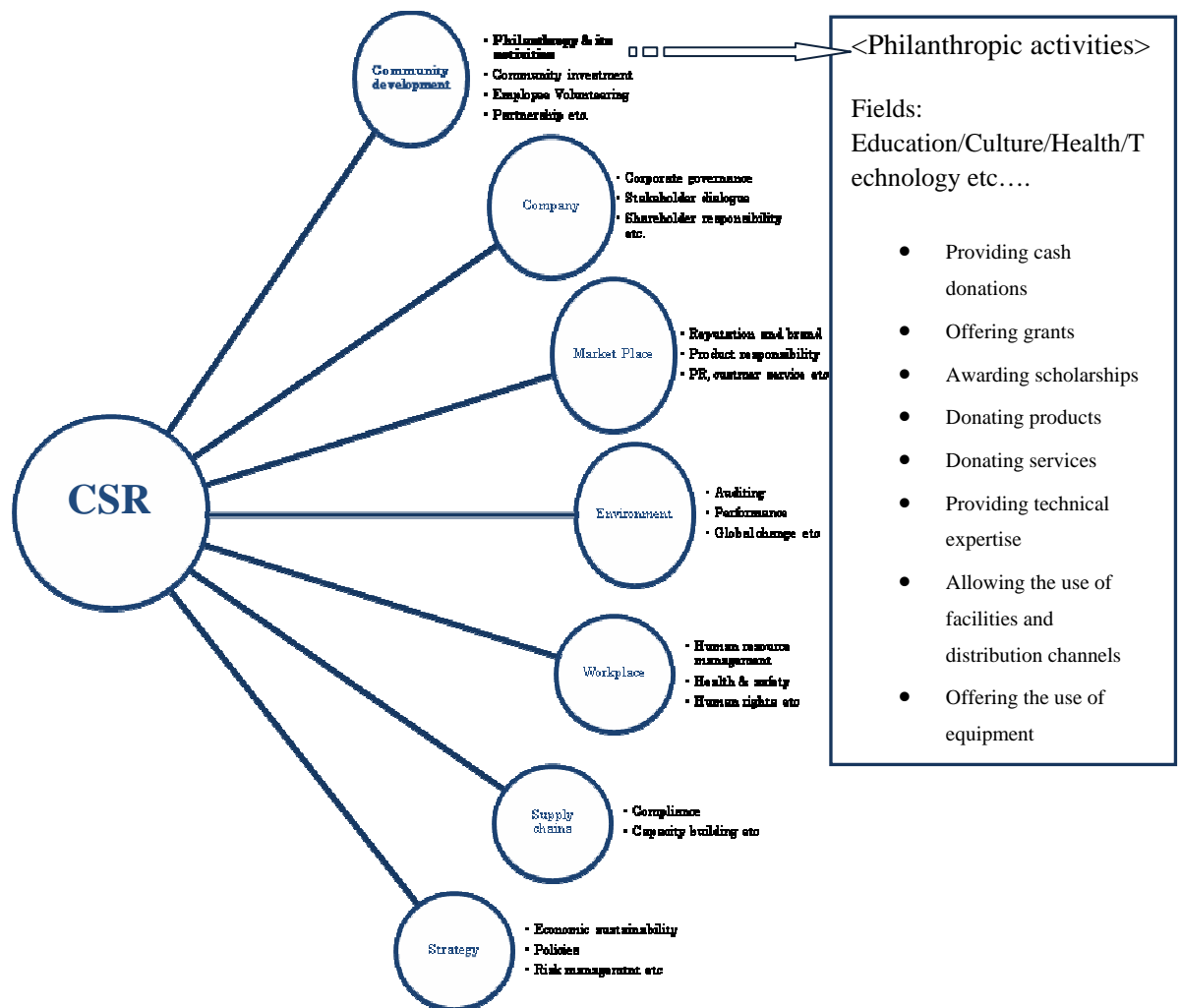
2.3 CSR and Philanthropic activities

Recently, CSR is understood as a tool of sustainable developments of economy, society and environment as mentioned above. The advantages from engagements in CSR are considered to be increased risk management, strengthening of staff’s moral and royalty to the company, improvement of productivity and efficiency, more competitiveness, differentiation from other companies, heightened brand image and so on. CSR can be divided into 7 parts, company, strategy, supply chain, workplace, environment, market place, and community development. Among those components, philanthropic activities are integrated into community development. In addition, partnerships, employee volunteering, community investments are also organized into community development.

There are various fields of philanthropic activities by corporations such as education, culture, and technology. Philip and Nancy formulated the typical ways of philanthropic activities by individual companies as follows. (Philip, K and Nancy L. 2005)

- Providing cash donations
- Offering grants
- Awarding scholarships
- Donating products
- Donating services
- Providing technical expertise
- Allowing the use of facilities and distribution channels
- Offering the use of equipment

Figure 2: The Forms of CSR and Philanthropic activities



Source: made by author based on (The APEC, 2009)

Recipients of these contributions are NGOs, foundations, schools, specific local community, and so on. These recipients are often in the community where companies operate. Furthermore, they mention the keys to successful philanthropic activities: 1. Choose fields connected to the corporate business, 2. Assign a leader to each activity, 3. Choose appropriate partners and recipients, 4. Explore occasions of donating or contributions connected to core products or services, 5. Disclose the results to the public.

There are two kinds of philanthropic activities by corporations. One is philanthropic activities related to the core business of corporations. Recently more and more companies come to undertake philanthropic activities which are related to their core business. For instance, automobile companies engage in traffic safety and pharmaceutical companies work

on aids problems. The other is philanthropic activities not related to the core business of corporations. Companies also engage in philanthropic activities that are not related to their core business. Some companies set up foundations for this purpose. In order to finance those foundations they use surpluses or their own stocks.

In developing countries, philanthropy is regarded as one of the prominent activities to promote the companies' awareness of CSR. Those philanthropic activities are significant for the poor who have difficulty in getting governmental supports. In such cases, many critics mention that companies use the situation as a tool of only improving company's CSR images by engagements in one time donation and temporary philanthropic activities. (Pareena Prayukvong and Matt Olsen, 2009, p14)_ However, companies show their good will toward the commitment to community by practicing philanthropic activities.

In developed companies CSR stages from the bottom to the top are 1. Economic contribution, 2. Legal compliance, 3. Ethical conduct, 4. Philanthropy. On the other hand in developing countries they are 1. Economic contribution, 2. Philanthropy, 3. Ethical conduct, 4. Legal compliance. . (Pareena Prayukvong and Matt Olsen, 2009, p13; Caroll, A.B, 1979; Visser, W, 2008) We may use the theory in the case of Thailand, however it is more effective to take into consideration certain social factors unique in the country to understand companies' commitments to philanthropic activities in Thailand.

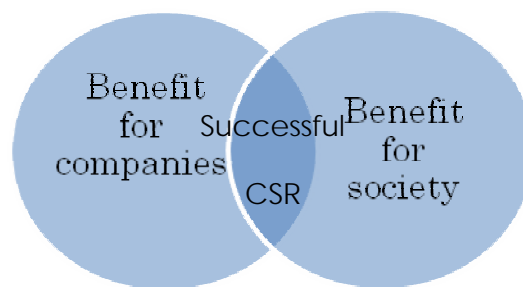
A corporation is a member of society, and society is the foundation for a corporation's existence. Consequently, companies voluntarily take up the problems faced by society and try to resolve them by investing funds and other management resources. In doing so they should choose the problems to address in line with their management philosophy, corporate traditions, the nature of the business, and the objectives they want to achieve through their corporate philanthropy.

It is difficult to anticipate and measure the direct impact of corporate philanthropy on a corporation's business, such as increased revenues or more favorable publicity. Corporate philanthropy, however, cannot be regarded as mere charity since it involves the investment of management resources. Michael E. Porter and Mark R. Kramer (2002 and 2006) mention the approach of strategic philanthropy by businesses is "Using philanthropy to enhance competitive context aligns social and economic goals and improves a company's long-term

business." It is important to consider the long-term, indirect impact which corporate philanthropic activities bring to a company through improved relationships with society, such as infusing vitality into the company, gaining greater favor from society, and ensuring the continuity of the company through a better society. Furthermore, it is important to present the company's basic policies on corporate philanthropy to shareholders, employees, clients, business partners, the local community, and other stakeholders that have interest on the company's philanthropic activities.

Thus corporate philanthropy can be recognized as one element of CSR, which is to strengthen a company's relationship with society. However, each business sector and corporation has different features of corporate philanthropic activities as CSR. And they are different depending on locality, time, and the degree of the country's developments. The ideal form of practicing philanthropic activities in the CSR era occurs when corporate and social interests are matched as follows.

Figure 3: The Idea of Successful CSR



Source: made by author

2.4 Japanese companies and CSR in Japan

<Behaviors of Japanese companies >

The spread of Japanese companies to overseas started from 1970s. The reasons for it are mainly to seek for cheap labor and natural resources overseas, since Japan faced the shortage of labor forces at that time. In accordance with the deregulation for foreign investment by Thai government and the lower wages, Japanese companies, mainly manufacturers, came to Thailand. Japanese companies provided work opportunities and transferred technology to Thailand. However, some criticize the way of managing business in overseas by Japanese companies. Firstly, Japanese firms tend to keep more Japanese staff in

key positions than Western firms. (Peter Brimble and Shujiro Urata, 2006) This is not welcomed by local employees. Secondly, even though Japanese companies came overseas, they only associate with Japanese business partners. (JETRO, 2002)

Whether a company can be successful in its overseas operation depends on how it localizes itself. However, in this respect, Japanese companies are behind their counterparts, for depends too much in its decision making. Japanese companies are not good at training local employees to be their assets. They have their local employees work under Japanese staff transferred from Japan, giving the former few opportunities to get significant promotion. Thus, those Japanese companies discourage the local employees' willingness to work. Therefore, when Japanese companies engage in CSR activities involvement of their local staff is to be considered.

<Philanthropic activities by Japanese companies>

The idea of CSR of Japanese companies originates in the Edo era. For example, since then Japanese companies have respected the interests of the three parties, the seller, the buyer, and the society. Moreover Buddhism thinking is deeply rooted in Japanese culture as well as Thai culture. Thus Japanese companies have long been committed to social contribution in the community. Since the idea of CSR has been imported from the West, it has been understood that philanthropic activities represented CSR. In this respect understanding of CSR by Thai society is similar.

According to a survey of the Japan Business Federation, which is a representative organization made up of major Japanese companies, many Japanese companies have promoted corporate philanthropic activities. Most of them (86% in the survey in fiscal year 2005, 385 out of 447 respondents) take corporate philanthropic work as part of their social responsibility. Also, since 2003, the inaugural year of CSR, they have enhanced corporate philanthropic activities. They prepared basic philanthropic policies, established corporate philanthropy departments and assigned staff to philanthropic activities. Many companies have come to recognize corporate philanthropy as contribution to local communities (75%). They have come to launch philanthropic activities, understanding that they are corporate citizens. (Japan Business Federation, 2007)

Recently companies increased expenditures for corporate philanthropic activities steadily (¥ 334bil in 2003⇒ ¥ 454bil in 2006).The ratio of corporate philanthropy expenditures to ordinary profits surged accordingly (1.54% in 2003⇒2.18% in 2006). These show determination of Japanese companies to vigorously promote corporate philanthropic activities as a part of their CSR. (Japan Business Federation, 2007)

In the 1950s and 1960 corporate philanthropic activities were mainly done in the form of donation. In the 1960s and 1970s the activities were made as return of corporations' gain to society as they were criticized for their defective products and causing pollution in the course of their operation.

In the 1980s foreign investment by Japanese companies was boosted, thus corporate activities developed internationally. In particular, those companies launched into the U.S. were required to contribute to local communities as good corporate citizens, resulting in increased awareness of social contribution of them. Moreover, as the economy was quite good especially in the latter half of the 1980s, companies engaged in social contribution in an active way.

As a member of society, a corporation has responsibilities to build and give support to a better society. Under this philosophy, corporate philanthropic activities in Japan developed in earnest in the 1990s. Various companies drew up basic policies for corporate philanthropic activities, set up special departments, committees and other in-house mechanisms to handle corporate philanthropic activities and allocate management resources to address social issues.

In the early 1990s, as a bubble economy habits were lingering, philanthropic activities of Japanese companies were typically represented as large-scale philanthropic events. With the collapse of the economic bubble, companies had to cut back on corporate philanthropic budgets but continued painstaking efforts to promote philanthropic activities in a more efficient way.

Since the beginning of the 21st century, as the idea of corporate social responsibility spread among Japanese companies, many companies have promoted philanthropic activities as part of CSR. However, there have been few cases of strategic philanthropic activities as Michel put forth, which coordinate the purposes of the business with those of social contribution. This is caused by Japanese social values, which discourage to show off good

deeds. Thus Japanese companies dare not publicize their social contribution. Yet some major companies came to engage in strategic philanthropic activities, influenced by CSR theories from the West.

In both Japan and Thailand social contribution activities have long been conducted based the social values. In addition CSR activities by companies from both Japan and Thailand are based on such social contribution activities, while the idea of strategic philanthropy activities is advocated. Considering these features, in the next chapter how the Japanese companies in Thailand conduct social contribution activities in Thailand is explored.

CHAPTER III

PHILANTHROPIC ACTIVITIES

BY JAPANESE COMPANIES IN THAILAND

3.1 Basic Information on the relationship between Japan and Thailand

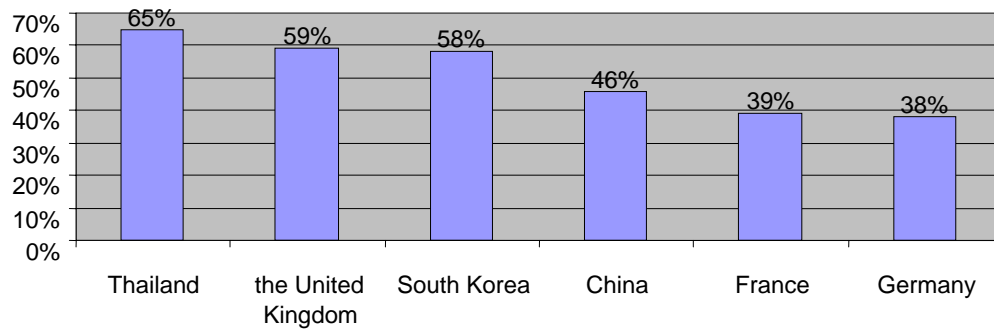
Here I provide some basic information to understand better the relationship between Japan and Thailand which is useful in investigating philanthropic activities by Japanese companies in Thailand.

When Japanese tourists come to Thailand, they should notice how Japanese companies' brands became ingrained in Thai people and their daily life, and also their pro-Japanese attitude. (According to a Japanese poll in 6 ASEAN countries, "ASEAN Study VI" in November 2002 conducted by the Ministry of Foreign Affairs of Japan, 89% of Thai people regards Japan as a friendly nation. We can see a load of advertisements of Japanese companies' products in Thailand. The relationship between Japan and Thailand has been maintained since 600 years ago. The diplomatic relations was established in 1887. In September 2007, Japan and Thailand celebrated their 120th anniversary. Recently, the economic bound was enhanced by JTEPA (Japan-Thailand Economic Partnership Agreement).

As mentioned above Japan Foundation conducted a survey of Philanthropic Activities not only in Thailand but also in other countries such as China, South Korea, The United Kingdom, France, and Germany. Among the countries, Thailand has the highest ratio of conducting philanthropic activities by Japanese companies. It means that conducting CSR

activities in Thailand has more significant role and meanings for Japanese companies operating overseas.

Figure 4: The Ratio of Japanese Companies Engaged in Philanthropic activities Oversea



Japanese companies are engaged in philanthropic activities to greater extent in Thailand than in other foreign countries. Major reasons for this are huge economic gap and the close relations between Japan and Thailand.

3.1.1 Economic Gap

There is a huge economic gap between Japan and Thailand, which encourages Japanese companies in Thailand to get involved in conducting philanthropic activities.

GDP of Thailand is \$ 261 billion in 2008, which ranked No.34 while Japan ranked No.2 with GDP of \$ 4.9 trillion according to World Bank. Japanese GDP is around 19 times as big as Thai. In terms of GDP per capita, Japanese figure in 2008 is \$ 38,443 comparing to \$ 3,869 of Thailand, which ranked No.91 in the world according to World Bank.

Thailand can not spare enough budgets for its public investment or social welfare. Japanese government contributes to Thailand to make up for their limited public investment budget through ODA (Official Development Assistance). On the other hand, Japanese companies functions as agencies that take care of improving social welfare in Thailand.

Social security expenditure consists of 27.5% (¥ 28.2 trillion) of the entire Japanese national budget in 2009 comparing to 6.9% of Thai. Thus, Thai government spares only small budget for national welfare. There is room for companies interested in CSR activities to make up for the lack of social securities in Thailand. There is much demand for foreign private sectors to contribute to social security in Thailand.

Japan is the number one exporter to Thailand and number two importer after the United States. In terms of the whole trade volume Japan is the number one trade partner of Thailand; trade volume with Japan comprises 14.8% of the whole trade of Thailand. On the other hand, Thailand is the number 9 trade partner of Japan: trade volume with Thailand comprises 3.2% of the whole trade of Japan.

On the whole, Thailand has been suffering from trade deficit from Japan. Since 2000, the trade deficit has been expanding. In 2008 the trade deficit was \$ 13.3 billion comparing to \$ 5.1 billion in 2000; the trade deficit more than doubled during the period. This unsymmetrical structure has not changed a lot even after JPEPA took effect in 2008.

Such huge trade deficits have potential to cause anti Japanese sentiment. Indeed in 1969, the Minister of Economics of the third Tanomu cabinet argued that Japanese come to Thailand in Japanese airplane, stay at Japanese owned hotel, do sightseeing with a Japanese guide, and

have meals at Japanese restaurant. He meant Japanese do not contribute to Thai economy at all. In fact, in early 1970s, Thailand was suffering from trade deficit from Japan, which led to anti Japanese movement including boycott of Japanese goods. The movements reached its peak in 1974 when the then Prime Minister Tanaka Kakuei visited Thailand. Having such a background, Japanese companies in Thailand are expected to play a role in preventing anti Japanese movement through their philanthropic activities.

Japanese companies have huge influence on Thai economy. Thus they are supposed to support Thai society through their philanthropic activities.

3.1.2 Cultural Characteristics of Thailand

Richard Welford points out from his CSR survey in Europe, North America and Asia that there is connection between the spread of CSR and the economic development of a country. He further argues that most CSR policies are based on localized issues and cultural traditions at a country level. (Richard Welford, 2004)

Concerning Thailand there has been the idea of Tam-boon, merit making, as an aspect of Thai Buddhism. In Thai Buddhism it is thought that through Tam-boon they can get some rewards in their life time or in after life. Since Thais believe in reincarnation, Tam-boon is very important everyday practices for them. Such is a cultural background companies operating in Thailand supposed to get engaged in philanthropic activities as a way of Tam-boon. Consequently, they can be accepted by Thai society as corporate citizens.

Thus, to acclimate themselves to Thai society quickly, Japanese companies need to conduct Tam-bun, following Thai Buddhism culture.

Similarly, it is in Thai people's thinking that the rich are supported to give financial support to the poor. In Thai society, they think that Japan is a rich country and that it is natural Japanese companies contribute to Thai society which is economically poor comparing to Japanese.

In this cultural background, Japanese companies are expected to contribute to Thai society as a matter of course.

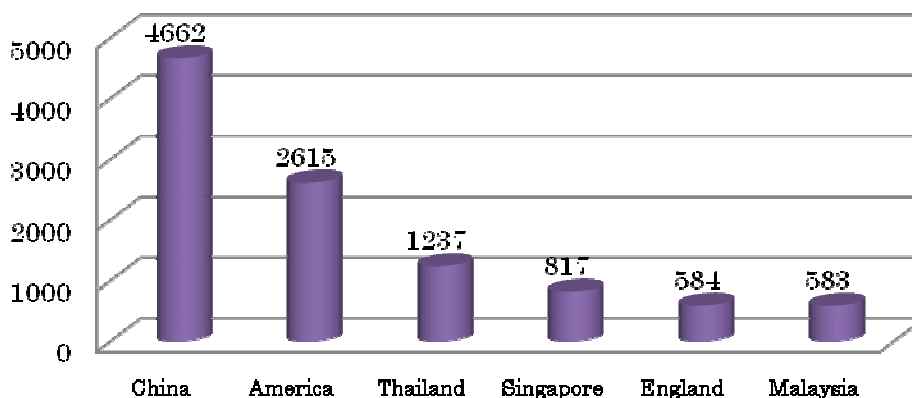
3.1.3 Huge Japanese community in Thailand

For foreigners to live comfortably overseas a good image of their native countries is crucial, and since companies are main representatives of a country a good image of them is significant to form a good image of their countries. Huge Japanese communities in Thailand benefit from CSR and philanthropic activities by Japanese companies since they contribute to improving the image of Japan with Thai peoples.

Thailand has the second largest Japanese community overseas. In terms of the number of Japanese companies abroad, Thailand comes third following China and America.

Figure 5: The Number of Japanese Companies

<The Number of Japanese Companies>



Source: made by author based on the research by the Japan Foundation

Source: Made by author based on 2007 Survey of Japanese Ministry of Economic, Trade and Industry

There are 45,805 Japanese residents who have registered with Embassy of Japan in Thailand (Japanese who are to stay in Thailand for more than 3 months are supposed to register as expatriates). If expatriates who have not registered included, this figure is estimated to exceed 60,000.

As a tourist destination Thailand is ranked highly among Japanese tourists. According to Immigration Bureau and Royal Thai police of Thailand, in terms of international tourist arrivals to Thailand by nationality Japanese are ranked No.1. In fact, in 2008 1.06 million Japanese visited Thailand compared to 9.85 million in total, comprising 11% of the total. In 2009, there are two schools for Japanese students in Bangkok and Sriracha which 2,571 students in from the first to the ninth grades attend.

Japanese expatriates in Thailand form unique Japanese communities in Thailand. For example, most of the business people and their families transferred from Japan are living in

Sukhumvit area, where there are many luxury condominiums for foreigners. In Sukhumvit area, there are many Japanese restaurants and several Japanese supermarkets. Thanks to huge Japanese communities formed in Thailand, Japanese people can lead their life more easily with less stresses than in other foreign countries.

To sustain their comfortable life Japanese expatriates in Thailand expects Japanese companies to contribute to Thai society, which leads to better images of Japan and Japanese. In this respect, philanthropic activities by Japanese companies play an important role. On the other hand CSR activities for some stakeholders do not always do good for all the shareholders.

3.1.4 Misbehavior by Japanese companies in satisfying certain stakeholders

Some activities done by Japanese companies to satisfy certain stakeholders may tarnish the reputation which they obtain through CSR activities. CSR includes satisfying stake holders. But in some cases satisfying certain stake holders leads to disadvantages of other stakeholders, consequently the whole companies. Typical example of this is shown in how Japanese companies in Thailand entertain their business associates.

The main venue Japanese corporate people frequent to entertain their business partners in Thailand is Taniya. Taniya is located in the middle of Bangkok's main business and commercial district, Silom. It is just a 200 meter long street. But at weekday nights this street is crowded with Japanese businessmen who intend to entertain their business associates and those who are brought by them. This presents a great contrast to Patpong, which is within a stone's throw of Taniya. Patpong is one of the most notorious red light zones in the world. It was built to comfort American soldiers during the Vietnam War. Along the 200 meter long

street more than 200 go-go bars run their business. Here most patrons are Westners seeking for fun in their private life. Here the main source of income of the businesses is prostitution. Although prostitution is illegal in Thailand, it is widely done and accepted in Thai culture.

On the other hand, Taniya is where business people meet. Its major patrons are Japanese businessmen in dark suits. Signs of Karaoke bars hung on the walls along the street are all in Japanese. Most Karaoke bars receive Japanese customers only. Each bar employs dozens of hostesses who can sing and speak in Japanese. In the culture of Japanese corporate world, business does not end at 5pm or when overtime is over. It's significant for Japanese business people to build personal relationship with their customers, if they want to perform well. Such relationship is not developed during business hours, rather it is improved after work. To be a successful business person in Japanese corporate world, one should entertain his business associates or even his colleagues. Usually this is done at dinner, in a Sunday golf course, or in Karaoke bars.

Japanese do not value power lunch as much as westerners do. In Japanese culture, their public life has priority over their private one. Japanese business people do not mind if they miss their family dinner in order to entertain their Japanese customers.

In short, in Japanese corporate world, the significant part of business is done after work. In Thailand, Taniya is the most popular venue for Japanese business people to invite their clients for fun. While they drink and sing together they can get more intimate each other, which is vital to the hosts. Actually it seems entertaining to spend time drinking and singing served by young hostesses.

In fact, most of the hostesses at Karaoke bars in Taniya are in their early twenties, some even teenagers. They are sent to Japanese language school by their employers, so they have

few difficulties communicating with their Japanese customers. Furthermore, they are trained to serve their customers with Japanese hospitalities. Therefore, visiting Karaoke bars in Taniya is appealing to many Japanese business people.

CSR activities are meant to satisfy their stakeholders, and entertaining business associates at Karaoke bars in Taniya is one way of satisfying business associates who are important stakeholders. But there should be a line between acceptable entertainments and immoral acts which are not in interest of other stakeholders.

Prostitution is the most remarkable among such immoral acts by Japanese corporate people. It is an open secret that Japanese business people arrange for young girls working in Taniya to spend a night with their business associates. Usually they don't do such a thing back in Japan. However, in Thailand whose culture is more generous with prostitution, it is an integral part of entertaining customers for Japanese companies. The point is that Thai supply produces Japanese demand although it is not acceptable in a moral point of view. Prostitution is one of the major contributions to under ground economy of Thailand.

Philanthropic activities conducted by Japanese companies in Thailand are really evaluated. However, if revealed openly, that kind of misbehavior may tarnish the reputation of Japanese companies.

3.2 Philanthropic Activities by Japanese companies in Thailand

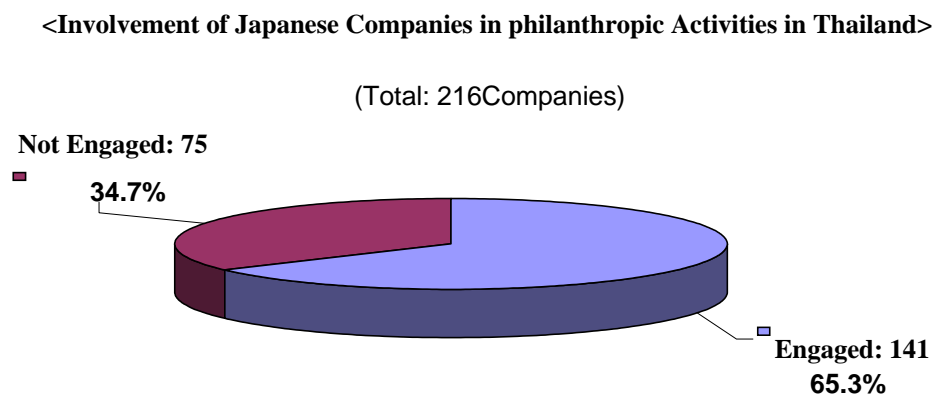
Philanthropic activities by Japanese companies in Thailand may be divided into two types. One is by individual companies. The other is through social contributions by the Japanese Chamber of Commerce (the JCC).

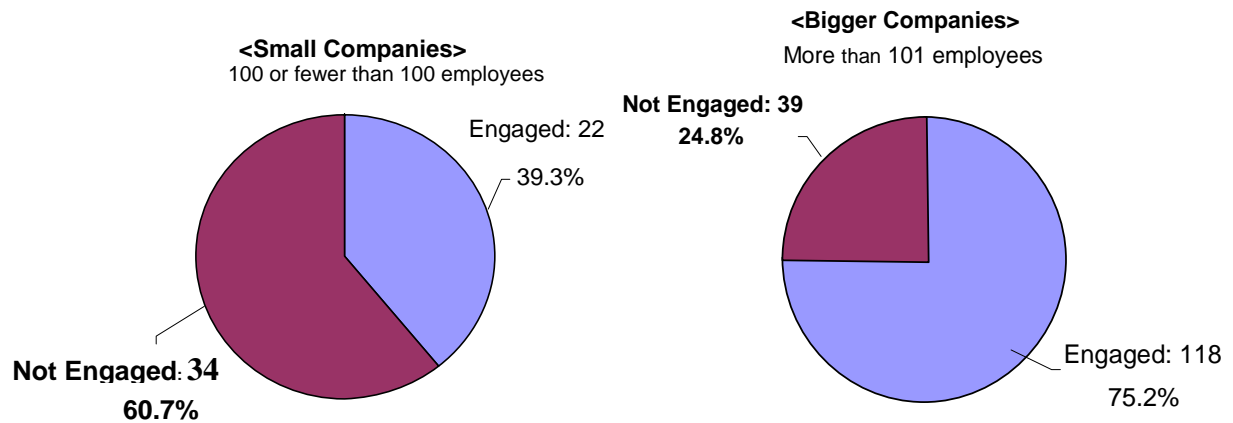
3.2.1 Philanthropic activities by individual Japanese companies

Here, philanthropic activities by Japanese companies in Thailand are considered and analyzed based on the survey practiced in 2008 by the Japan Foundation in order to grasp the situation of such activities totally. When the survey mentions philosophic activities, they sometime basically overlap CSR activities. This is substantially the first full scale research concerning philanthropic activities of Japanese companies in Thailand. Based on the research, I conducted further interviews and try to analyze the current states of Japanese companies' philanthropic activities.

The ratio of Japanese companies in Thailand which are engaged in philanthropic activities is 65% (141comapnaies) of the 216 companies that responded to the survey. The survey shows that the ratio is proportional to the size of the companies. It means that the bigger a size of a company is the more actively it takes part in philanthropic activities.

Figure 6: The Ration of Engagements in Philanthropic Activities by Japanese companies in Thailand





Source: made by author based on the research of the Japan Foundation

In fact 61% of the companies with 100 or fewer than 100 employees do not do any philanthropic activities at least directly, comparing to 25% of the bigger companies.

We have to notice that among the companies that are not engaged in philanthropic activities 42 out of 75 companies do not have any plans to start philanthropic activities.

There are three major reasons for those companies' not getting engaged in philanthropic activities; lack of human resources to perform the activities, related knowledge, and budget. Some companies do not even recognize the necessity of philanthropic activities.

Firstly, lack of human resources is a huge barrier for small companies to start philanthropic activities. In those companies they just do not have manpower to do CSR in addition to their routine in the office.

Second, lack of related knowledge is also preventing smaller companies from taking part in philanthropic activities. Contributing to societies through philanthropic activities is a rather new concept for smaller companies, and most of them are not engaged in such

activities in Japan to considerable extent. Therefore they have not accumulated enough knowledge to begin philanthropic activities.

Contrary to small companies, bigger companies have a lot of experiences in philanthropic activities in Japan. They can adopt their philanthropic ideas into operation in Thailand.

Lastly lack of budget makes a great obstacle for companies to participate in philanthropic activities. Many smaller companies cannot afford philanthropic activities. If the economy is good they can spare some money for philanthropic activities, but if it is not they have to use their budget to survive, which makes putting away any money for philanthropic activities almost unthinkable.

Especially, since the Lemman Shock in the fall in 2008 the world economy has been in deep recession, thus companies has been forced to cut cost down. In such economic situation, it is hard for a company to give its philanthropic activities proper budget. As going concerns companies cannot afford philanthropic activities on rainy days. As to Western companies that think highly of their philanthropic activities, budget for their activities are secured, for they determined their budget in some fixed ways.

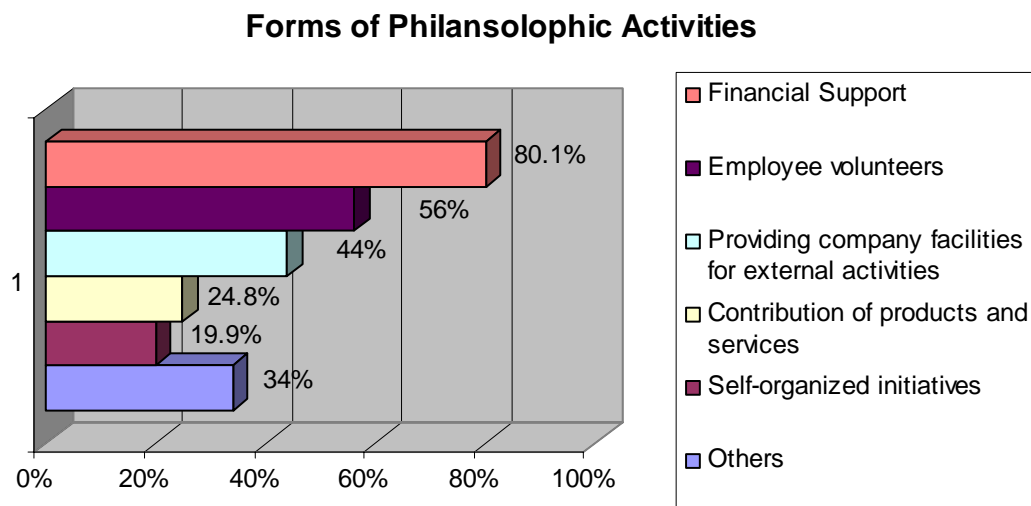
JCC also has similar criterion. It puts 10% of the total membership fee (4 million Baht) into the JCC Social Contribution Fund which was established in 2007. Therefore, in the case of JCC budget for philanthropic activities does not fluctuate a lot. As a result, it can operate their social contribution activities in Thailand in a sustainable way.

3.2.2 The Forms of philanthropic activities in Thailand

According to the Japan Foundation major forms of philanthropic activities are as follows:

1. Financial support 113 (80.1%),
2. Employee volunteers 79 (56%),
3. Providing company facilities for external activities 62 (44%),
4. Contribution of products and services 35(24, 8%),
5. Self-organized initiatives28 (19, 9%).

Figure 7: Forms of Philanthropic Activities



Source: made by author based on the research of the Japan Foundation

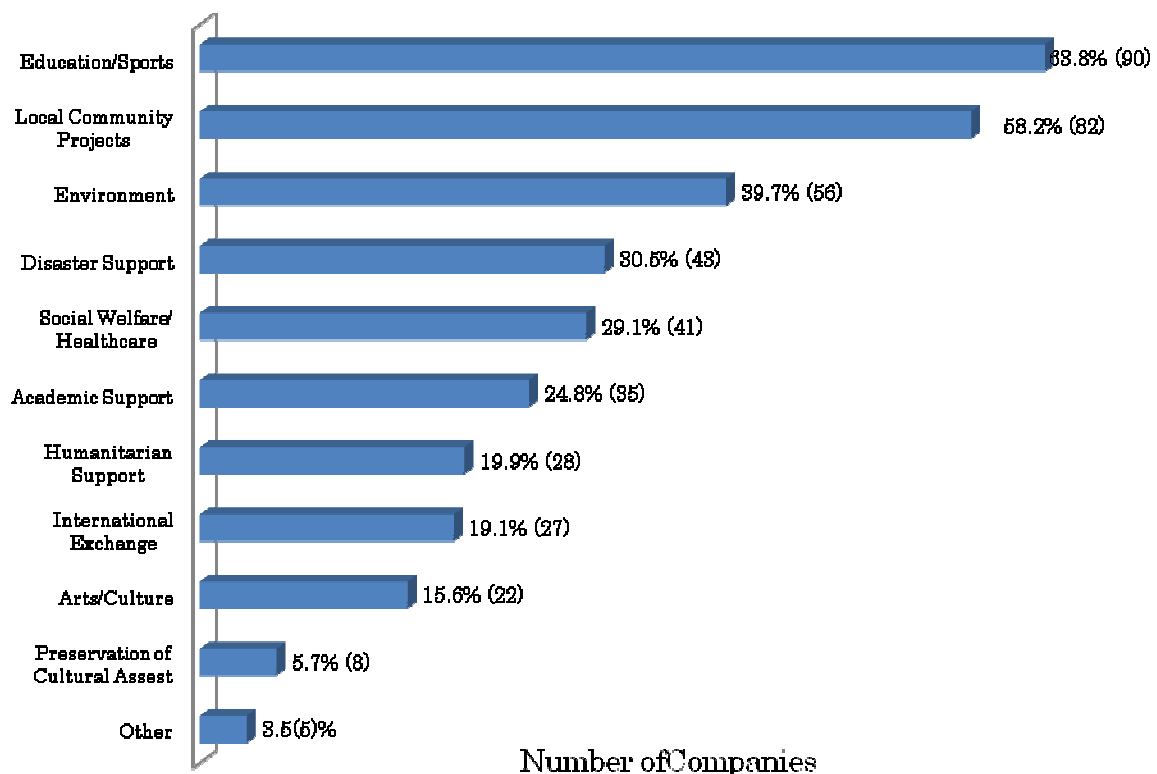
Financial support and contribution of products and services cost companies to some extent. Self-organized initiatives such as scholarship payment and organization of events

require human resources and knowledge to maintain their operations. Employee volunteers and providing company facilities for external activities, however, could be practiced even if companies do not have enough budget, skills, and knowledge. Thus, for companies which have not been engaged in philanthropic activities, it is easy to start such forms of philanthropic activities. Among employee volunteers, planting trees and the blood donation are two major activities. Of the 141 companies which are engaged in philanthropic activities 17 companies commit themselves to planting trees as a formal activity, and 8 companies to blood donation.

3.2.3 Fields of philanthropic activities

Here, philanthropic activities in each field are examined so that the characteristics of philanthropic activities by Japanese companies can be understood.

Figure 8: Fields of Philanthropic Activities by Japanese Companies in Thailand>



Source: made by author based on the research of the Japan Foundation

<Education/ Sports>

In terms of philanthropic activities, the field of education and sports is most frequently engaged in. Donations and contributions to schools are most popular activities. 2nd popular activity is to provide scholarships. This reflects education gap in Thailand. Schools are major recipients in communities where companies run their business as Philip and Nancy mentions. Some activities related to their core business are unique in Thailand.

Siam Music Yamaha presents a good example for this. Yamaha is the most well known music education company worldwide. It produces music instruments as well as provides music classes. By using its long-lasting music products, education skills, and knowledge, Siam Music Yamaha has been engaged in the education of music in Thailand. To make up for the absence of music in the compulsory education curriculum of primary schools it helps Thais to create an original curriculum and textbooks. Furthermore, it organizes workshops for teachers to instruct how to play the recorder and how to teach it. Recorders are given for free to those who attend the workshops. So far 900 teachers from 500 schools have attended such workshops.

Six companies engage in the field in cooperation with the ministry of education or prefectural education board when companies support for local schools. Only one company cooperates with a NGO. Also there is a single company which cooperates with a foundation. In most cases activities are done by companies themselves.

<Local community Projects>

Local community projects are the second most popular activities. They include 18 donations cases. It is characteristics that there are 6 examples of donations to local temples. This reflects Thai cultural value which is influenced by Buddhism. According to a person

who is in charge of philanthropic activities of Ajinomoto Co., (Thailand) Ltd, donations to local temples are best practice to get accepted by communities. Thus, such activities are essential in Thailand.

There are four cases of promoting road safety by auto companies and insurance companies.

Apart from their core business, two companies engage in social issues unique to Thailand, such as drug abuse and HIV. Some companies participate in projects organized by the royal family, which is also unique to Thailand in addition to donations to temples.

< health care/social welfare >

This is the third most popular field. There are 13 cases of blood donation in cooperation with the Red Cross, which is often done in-house. The first social contribution project by the JCC was also blood donation. The Red Cross in Thailand has high awareness in Thai society and it cost less to donate blood it is held regularly. There are five cases of donation to facilities for the disabled. As to the philanthropic activities related to core business of a company, Sunstar Chemical (Thailand) Co., LTD helps aural healthcare at a facility of HIV-infected children.

< Environment >

There are 16 cases of planting trees and restoring mangrove trees, which are mainly done by company employees voluntarily. In four cases the activities are done through participating in community projects. As to planting trees projects are often done in cooperation with the royal family. There are three cases of environment education.

Nature Education Center founded by Thai Bridgestone Co., Ltd and World Wide Fund for Nature Thailand (WWF) is famous for its involvement in environmental education. The Center was established in 2006 in the property of the ministry of agriculture in Pathumthani in accordance to the advice of WWF.*

Lectures on environment are held a few times a year to educate people in the community and children of the employees. It also provides chances to plant trees and grow rice. The crops are consumed by the children participating in the project, which contribute to educating children on ecosystems. However, there are fewer plants now because many of the planted plants are dead. In many cases including this projects of planting projects are not successful because of the lack of maintenance.

Environment is the second most concerned field but comes fourth in practice. Thus, the issue is well concerned but not so much engaged in.

<Others>

Some companies donate equipments to Thai universities. There are some events held to introduce Japanese culture. There are seven events of international exchange/cooperation to improve the relationship between Japan and Thailand, including donating Tatami mat to the Thai army. There are seven cases of disaster support, including assistance to the victims of the tunami. There are four cases of preservation of cultural assets, including donation to preserve temples and ruins. SANYO (Thailand) Co.,LTD provides its CCTV cameras to temples to prevent treasures at temples from being stolen, which is one social issue in Thailand.

* Interview conducted with Mr. Charin Leukiatcharat, Corporate LR, HR and PR Section Manager on 23, December, 2009 at the Rangsit office of Thai Bridgestone Co., Ltd.

In conclusion, there are some characteristics of philanthropic activities by Japanese companies in Thailand.

- They are influenced by Thai values, which emphasize Buddhism and the royal family.
- They often deal with social problems of Thai society, such as education gap, spreading HIV, and drug abuse.
- Though awareness of the environment is high they are not so committed to it in their philanthropic activities in Thailand. There is lack of sustainability in the projects of planting trees.

And social contribution is done

by individual companies

by foundations independent of the companies which make them,

in cooperation with outside organizations such as NGOs, NPOs, public entities, and royal families

in cooperation with the local communities.

When expertise of a company in its business and demand from Thai society match, philanthropic activities work well. Thus a company had better focus on fields it is good at when it decides on which philanthropic activities to engage in rather than try to work on diversified activities.

Another important factor for Japanese companies to be successful in philanthropic activities in Thailand is sustainability. If it is ignored, their philanthropic activities do not work in a good way for Thai society. Philanthropic activities should not be regarded as temporary ones. If companies do not do such activities in a sustainable way, they can not

accumulate knowledge and skills. Consequently, such companies can not make contribution to Thai society effectively.

The companies which have already engaged in philanthropic activities stated above notice something to be improved

According to them, what are needed are as follows:

Information of other companies philanthropic activities examples

Information of programs in which participation is possible with a limited budget

Information sharing with other Japanese companies

Information about collaboration in programs by the JCC, Japan Foundation, and etc

Support for publicizing philanthropic activities

Information of NGOs, NPOs, and related organizations

Assistance for personnel in charge of philanthropic activities

Form the information above, we can find out that in terms of philanthropic activities by Japanese companies in Thailand, there are major problem as follows:

1. Lack of communication in the filed among Japanese companies.
2. Lack of outside organizations that Japanese companies can consult or that can coordinate Japanese companies' philanthropic activities.

Next philanthropic activities through the Japanese Chamber of Commerce are examined below.

3.3 The Japanese Chamber of Commerce (the JCC)

Next let us move the focus to the social contribution by the JCC as a representative of Japanese companies in Thailand to examine the philanthropic activities of Japanese companies. Through the interview with the JCC*, how the JCC recognizes the Japanese companies' philanthropic activities in Thailand can be revealed. In addition, difficulties the JCC has in undertaking the philanthropic activities will be shown.

3.3.1 Background of the JCC

The Japanese Chamber of Commerce, Thailand (JCC) was established in 1954 in order to promote the development of trade, industry, economy between Japan and Thailand. The JCC in Thailand is the largest Japanese Chamber of commerce abroad. It has 1,307 members as of Apr, 2009. Basically its role is to support its members' operation in Thailand through providing advice, holding conferences, and promoting trade and economic development between Japan and Thailand. Furthermore, the JCC has been engaged in social contribution to Thai society through cultural exchange and educational support.

3.3.2 Contribution to the Thai society

Through the interview it was found that there are three major reasons for social contribution:

1. to improve the presence of Japan as well as Japanese companies
2. to make it easier for Japanese companies to do their business in Thailand
3. to better diplomatic relations between Japan and Thailand

* Interview was conducted with Mr. Tsuyoshi Inoue, Secretary-General of the JCC, on 22, December, 2009.

The JCC puts 10% of the total membership fee, which is worth 4 million Baht, into the JCC Social Contribution Fund which was established in 2007. This is one way for Japanese companies in Thailand to get involved in philanthropic activities. Thus JCC's member companies that do not have human resources or knowledge can play some roles in philanthropic activities. The JCC can conduct social contribution activities in Thailand in place of its members in a sustainable way.

The JCC has two main fund committees for contribution, 21st Century Educational Fund Committee and Social Contribution Committee. In the fiscal year 2008 the JCC disbursed 53 million baht and 911 thousand baht to 21st Century Educational Fund Committee and Social Contribution Committee respectively. In this year there was irregularity in the disbursement to 21st Century Educational Fund Committee. That is 40 million baht of donation to the new Japanese school.

21st Century Educational Fund Committee was started in 2000 to develop human resources in Thailand. In 2008, 5 projects were conducted, which includes:

- 1) Donation of chickens to elementary schools for their lunch,
- 2) Scholarship for countryside university students,
- 3) Scholarship for high school students,
- 4) Financial support to construct Japanese school,
- 5) Preparation for support for study of Japan and the Japanese language in northern Thailand.

One of the projects, donation of chickens and poultry housing, is done in collaboration with Charoen Pokphand Company (CP group). CP company is one of Asia's leading conglomerates covering agribusiness, retail, and telecommunications. The aim of the project

is to give elementary school students an opportunity to practice chicken farming and enable them to consume the eggs they produce. So far the JCC has conducted such a project at 64 schools in total. It is rare that the JCC cooperates with specific company. The JCC regards CP Company highly in that the company has terrific ideas on corporate philanthropy and put it into practice. Therefore the JCC has given the company financial support for its social contribution activities. In addition, for Japan and Japanese companies CP Company is very crucial company. CP is very influential in political as well as economic world in Thailand, thus, it is advantageous, The JCC thinks, to build a close relationship with the company.

According to the JCC, the chicken project with CP has an excellent scheme in that it supports rural areas in a sustainable way and encourages the participation of the supported in the program.

In 2008, the Social Contribution Committee gave supported financially Thai Red-cross fair, Japanese festival in Phu-ket, and so on among the cases in which it was asked for financial support. The JCC deliberated about various requests for financial support to avoid wasting its financial resources. As a lasting project where the JCC can take the initiatives, it picked up Bangkok municipal senior care home as the recipient of its financial support and provided it with some equipment. Committee members are made up of executives of big Japanese companies.

3.3.3 Features of the JCC's activities

-Role of the JCC as a representative of Japanese Companies

The JCC, representing Japanese companies in Thailand, develops good relationship with the Thai government and its bodies related to economic affairs. Thus, it makes it

possible for Japanese companies do their business in Thailand more easily. The JCC tries to get on well with Thai authorities by donating to Ministry of Labor and Social Welfare of Thailand and Office of the Prime Minister, for example. Last year the JCC contributed 10,000 Baht to the Office of the Prime Minister of Thailand for a Christmas event. In this case, the JCC was asked to take care of the part of the expenses for the prizes.

Obviously, it can be said that such an act is not aimed at a social contribution but rather at developing good association between Japan and Thailand. In this respect, it is very significant to keep a good image of Japanese companies in Thailand.

In addition, the JCC invests in various projects which the Royal Family works on. This is very effective in pursuing the JCC's objectives because the Royal Family is highly respected in Thai society and to contribute to it is warmly welcomed in the Kingdom.

Thus, considerable part of JCC's social contribution activities is to meet to the demands of Thai entities. Actually, the JCC is often asked by them for financial support for various government affairs under the pretext of doing social contribution to Thai society.

-Difficulties in the JCC's cooperation with NGOs

The JCC is asked by many NGOs in Thailand to give them financial support in the name of philanthropic activities and social contribution. However, it is hard for the JCC to pick up certain NGOs among many such NGOs because the JCC has no criteria for it. Therefore the JCC has never cooperated with NGOs. The JCC has responsibility to manage the money collected from its members in an appropriate way. The JCC is reluctant to cooperate with NGOs, particularly in terms of mere financial support, no matter how appealing the offers made by NGOs which is especially just only financial support. When it

plans how it conduct social contributions, the JCC takes into consideration its effectiveness and sustainability.

3.3.4 JCC's observation of Japanese companies' philanthropic activities

Since the recession started two years ago, Japanese companies have been trying to cut down on costs. Therefore it is difficult for Japanese companies to secure budget for philanthropic activities. However, such activities should be done sustainably regardless of the business cycle.

Thais are mostly Buddhists and merit-making is widely believed in by each class. Therefore it is only natural for Japanese companies to show respect to the Thai culture and engage in philanthropic activities while they run their business in the country.

There are many Japanese companies operating in Thailand which engage philanthropic activities without publicizing it. Donating to schools and temples in the communities is one example of those activities. Such activities are conducted to get along well with the communities and just in a way Japanese people associate with their neighbors. Thus Japanese companies are not willing to advertise their good deeds, which reflects the typical Japanese thinking that one should do good things in secret.

From the result of the hearing, the JCC's diplomatic characteristics in the social contribution activities are observed. The two criteria of the JCC when it picks up philanthropic projects to undertake from many options are:

Sustainable effectiveness on the improvement of Thai society ,

Sustainable effectiveness on the better relations between Japan and Thailand.

The JCC is not very willing to cooperate with NGOs in conducting philanthropic activities, rather it tends to associate with governmental bodies royal family, reflecting its semi-official status. Senior executives with member companies of the JCC often attend events such as a presentation or a donation ceremony, which heightens the presence of Japanese companies in Thailand.

One of the committee members, who is responsible for policy making of JCC's social contribution activities, says that JCC will be more engaged in the social contribution in the future and that JCC, as a leading Japanese contributor, is asked to undertake CSR and philanthropic activities in Thailand in more active way.

The future challenges for JCC are:

- to take a leadership among Japanese companies in Thailand as representative,
- how to deal with the requests from Thai government, society and NGOs,

The JCC, through its active commitment to philanthropic activities, is encouraging Japanese companies in Thailand to engage in philanthropic activities, which leads to improve the presence of Japan as well as Japanese companies

CHAPTER IV

CASE STUDY

4.1 A Case Study of the Redemptorist vocational school

4.1.1 Background of the research

When I visited the school last year, I learned from the former headmaster of the school, Mr. Supontam, that Japanese electronics companies support their electronics courses by transferring skills, teaching, and donating in a sustainable way. It motivated me to survey the school. A huge number of Japanese companies run their business in Thailand as observed in chapter 2. When they think of undertaking philanthropic activities, it is revealed they need more information about other companies' philanthropic activities. In addition, many companies avoid undertaking philanthropic activities, because they don't know how to start them.

Though the survey by Japan Foundation gives us the useful information of philanthropic activities by Japanese companies in Thailand, we need to inquire into the aspect from Thai society as beneficiary. I suppose that matching of demand from Thai society and supply from Japanese companies in Thailand is very significant for philanthropic activities.

In this chapter, to explore how Japanese companies contribute to one of aspect of Thai society, I conducted a survey by interviewing and questionnaires at Redemptorist Vocational School for People with Disabilities. This case study could support one of informative philanthropic activities by Japanese companies to other Japanese companies.

The case study aims to explore two objectives as follows in order to achieve goals of the research:

1. Explore the response of a recipient of philanthropic activities in order to obtain more comprehensive picture of corporate philanthropic activities and their effects

2. Examine factors of philanthropic activities and tasks remained to be worked on from both aspects of company and recipients.

Methodology : Qualitative method*

Procedures:

- Interviews (Headmaster and teachers).
- Questionnaires (students) at the Redemptorist Vocational School for people with disabilities, Pattaya
(course of IS: Information System Development, PWDs: People with Disabilities Empowerment, ES: Electronics, and CBE: Computer and Business Management in English / interviewees as well as respondents to questionnaires)
- Interview at Panasonic Siew Sales Co., Ltd.

Population:

- At school
 - Headmaster (1)
 - 2 teachers (who knows about Japanese companies PA)
 - 22 Students from 4 courses (Questionnaire)

>6 students from Electronic course

> 16 students from (IS, PWDs CBE)

- At Panasonic Siew Sales Co., Ltd.
 - Manager of the Welfare & Corporate Affairs Group, Cost Busters Department (who in charge of CSR)
 - 2 engineers who related to the school

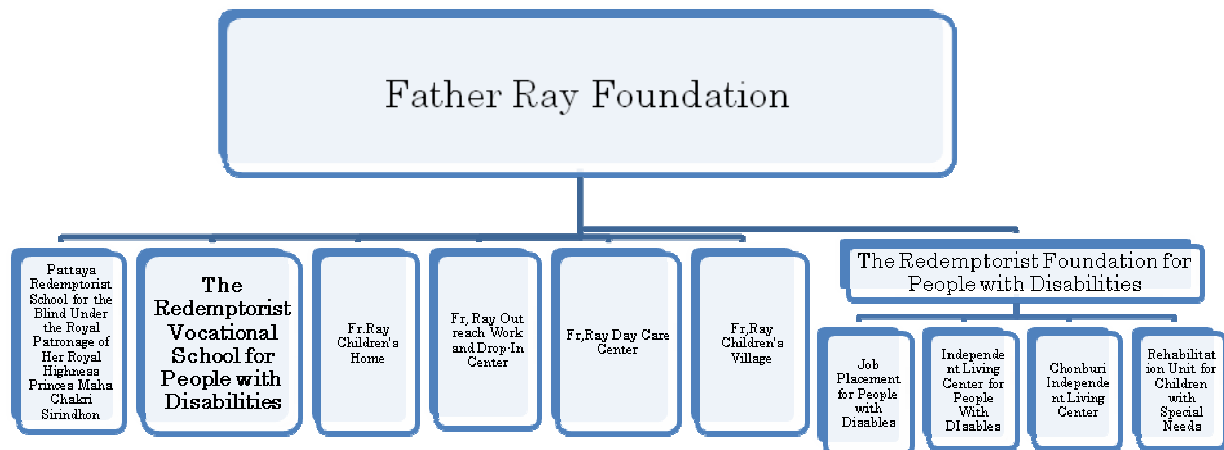
4.1.2 Background of Redemptorist Vocational School for people with disabilities and Father Ray Foundation

Redemptorist Vocational School for People with Disabilities was founded in 1984 by Fr. Ray A. Breeman, an American Irish also known as Father Ray, in order to offer vocational training courses for physically disabled people aged 17–35 years. After he passed away in 2003, the Father Ray Foundation was founded in 2003 by Father Raymond Allen Brennan, a Catholic President of the Redemptorist Order in Thailand.

* Interview was conducted from January to April, 2010 in Thailand.

The foundation is a charitable organization founded to improve the lives of underprivileged children, young people with disabilities, and the poor in Thailand.

Figure 9: The Organization Chart of Father Ray Foundation



This school is designed to serve the physically disabled, who were born with physical disabilities, or crippled by disease, or victims of accidents. So, the school is installed with barrier-free facilities for students in wheel chairs and with crutches. Firstly, Fr. Ray planned to offer classes in ceramic tile-making, electroplating, computer skills, and possibly bee culture. After experimenting with the various courses to pick up helpful ones, Fr. Ray decided that computer skills and repair of electronic equipments would best fit the bill for the students. All graduates could be received the school diplomas certified by the ministry of education in Thailand.

The school has been run based on following the philosophy, vision and objectives.

<The philosophy of the school>

“Total empowerment of disabled people for the development of life and society”.

<The vision of the school>

“Redemptorist Vocational school for people with disabilities is a leaning society in an environment that promotes individual happiness, achievement, and social commitments. All

graduates are guaranteed work after graduation and the school performance has earned international recognition.”

<Objectives of the school>

1. *To train students on electronics and computers to physically disabled people and enable them to have sustaining jobs*
2. *To promote the skills and performance of people with disabilities in society.*
3. *To liaise with companies, enterprises, and other workplaces that need disabled workers*
4. *To promote information on potential and achievements of disabled people in society.*

The school has seven courses as follows, each of which course takes 2 years to complete:

- IS : Information System Development
- ES: Electronics
- CBE: Computer and Business Management in English
- MD: Mold and Die Design Technology
- PWDs: People with Disabilities Empowerment
- MPC: Multi-media for Public Communication
- EED: Elementary Education



Picture of the Redemptorist Vocational School

Classes, meals, and, accommodation are provided free. There are a library, a

community radio station, a swimming pool, a health center, school grounds, a canteen, and dormitories on the school premises. The school is surrounded by nature.

The school was evaluated by the United Nations as one of the most outstanding vocational schools in Asia. At present, 240 students attend the vocational school. 2,000 students have graduated from the school so far. They have been fitting in Thai society. Job Placement for People with Disabilities helps the students seek for their jobs.

4.2 Research Findings

4.2.1 Case of Headmaster of the school

- Financial matters

The school was run by the Father Ray Foundation and the Redemptorist Foundation for People with Disabilities. The school is financed by donators such as, Thai government (25%), companies from England and Japan. Donations from Japanese companies are limited.

Though some Japanese companies conduct financial support to the school, Honda is the only company which has the long history of support the company financially. It is Honda Fund. Every year, Honda, through its Honda Fund which is supported by Labor Union, support four disabled Thai students. At the school, the total cost of one student per year is 80,000 Baht. A Japanese manager from Honda visits the school for the awarding ceremony of the scholarships once a year as shown in the picture below.



Picture of a visit by Honda Fund

Although the scholarships are awarded to particular students, the money is use by the school for the education of the all students.

Apart from companies, Japanese organizations such as Japan International Cooperation Agency (JICA) and Agape Center (comprehensive social services for persons with disabilities in Japan) were also donators to the school before.

- **Admittance of student**

The entrance examinations are held twice a year. The information of the admittance of new students is provided to organizations for the disabled, related NGOs, and hospitals. There are two criteria for the admission. Anyone who can get high score in the entrance examination is allowed to enter the school. Also those who have difficulties finding opportunities of education are accepted by the school. 60 to 80 new students get chances to enter the school semi annually.

- **Non financial supports by Japanese companies**

Panasonic has been a significant supporter to the school, especially in the electronic curricula. School needs constant supports from specialists of related fields as the school does not have enough skills to maintain and repair complicated equipments. Panasonic has trained

teachers and students when they need some help with handling equipments. The School invites Panasonic technicians several times a year to train teachers and students.

Japanese electronics companies have helped the school since it opened. They have transferred skills and knowledge in a sustainable way. It can be said win-win relationship. Thanks to the sustainable supports, the school can maintain the quality of curricula. It also contributes to developing students' carrier. If students have high skills in certain fields, they can get more opportunities to work after graduation. On the other hand, image of Japanese companies can be improved in the course of the supports. The companies engaged in such philanthropic activities receive better reputation from society. Even greater contribution by Japanese companies is made through employing graduates from school.

- **Employment**

Japanese companies provide nearly the same number of job opportunities to students at the school comparing to companies from other countries. Job Placement Center holds some workshops and lectures for companies in Thailand. Sony Mobile started to hire disabled students from the school after attending one of the lectures several years ago. Before that Sony had not employed any disabled people. Sony got the work place and surrounding barrier free to accept the disabled on the occasion.

- **Impressions of Japanese companies**

Before he came to the school, he did not have specific impressions of Japanese companies. After he became headmaster of the school, his impressions of Japanese companies have changed. Now he has impressions of Japanese companies in Thailand. He thinks Japanese companies are operated under good system, have high technology and much money. And he came to pay attention to the articles on Japanese companies' philanthropic activities in Thailand, especially activities concerning environments.

- **From the school and supplies from Japanese companies**

He does not have a concrete plan to cooperate with Japanese companies now. However, if possible, he hopes that long term volunteer activities will be practiced by Japanese companies. Now, most activities by companies are conducted only over a span of a few days. He hopes that in the future, as a way of philanthropic activities, companies will let their employees stay at the school as volunteers for much longer than a few days, say for 3 or 4 months to train teachers and students in rotation.

4.2.2 Case of Teachers

<Mr. Thamarat>

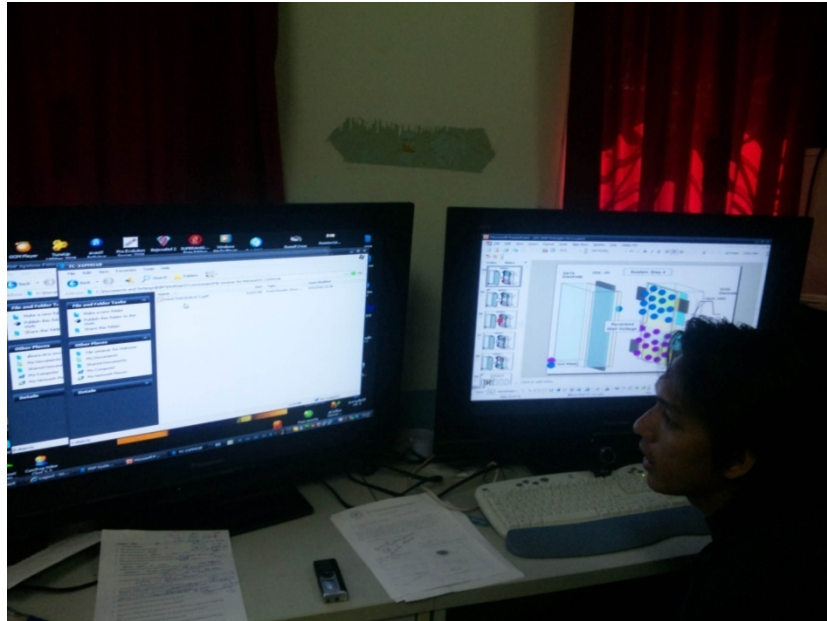
He was one of the students at the school from 1998 to 1999. He has been teaching for 3 years in electronics course. He especially teaches how to repair television sets LCDs. When he was a student, the school's curricula were not highly qualified. And it was hard to find jobs after graduation. There was not Job Place Center yet at the time. He has worked at electronics companies for 10 years in total, 6 years at Panasonic, and remaining 4 years at sub-contractors of electronics companies. He was the first student from the school to work at Panasonic. Through his experiences at work, he got high skills of electronics. Then he wanted to teach his sophisticated skills to students at the school in order to let the students have more possibilities to get jobs.

- **Japanese companies' philanthropic activities for the curricula of the school**

In the electronics course, the curricula are supported by Panasonic. Most of the curricula in the electronics course are Panasonic's ones. Panasonic provides manuals of electronics such as TV sets, LCD, LPD's circuit for free, which are used at Panasonic in Japan as in-house documents. It is an exceptional case that Panasonic disclose its in-house documents of products to outsiders. The school is the only one to which Panasonic discloses its knowledge and skills. There is a contract between Panasonic and the school that the manuals should be used only for teaching students at school. Also, it prohibits the school from selling them. The policy of Panasonic in Japan which support disabled people is adopted in Thailand.

The aim of the school for disabled students is to train them so that they can get jobs. Thus, the curricula are very essential for students. If students could get higher skills in a specific field at the school, they can get jobs more easily. Since Panasonic provides its manuals of electronics for the school, the curricula of the school can maintain higher quality.

Though Toshiba also provides some manuals to the school, it is not possible to use them in classes since they are not suitable for the vocational schools.



Picture of Manuals provided by Panasonic (Right side)



Picture of Circuit provided by Panasonic

- **Other supports from Japanese companies**

Panasonic supports the school not only by providing the curricula but also by holding lectures, and by supplying tools for free. The lectures are held for technicians of Panasonic to teach and transfer knowledge or skills to teachers and students around twice a year. When

somebody with the school has questions concerning electronics, Panasonic is ready to answer them over the phone. According to him,

‘I can contact Panasonic technicians anytime. The Panasonic person is my friend and he is always helpful to the school. If there is anything I want to consult on, I can talk to him directly. There is definite policy established to live together with disabled people.’

Each lecture lasts two whole days. The lecturers from Panasonic help the electronics class very positively. Lectures are helpful for students in order to learn how to use new equipments when the school gets ones. He mentioned other Japanese companies as follows: ‘Actually some of my friends who work at Japanese electronics companies said to me that they wanted to support my school. However, the headquarters of their companies does not say yes. Concerning philanthropic activities Thai technicians are not allowed to get involved in making decisions’.

- **Supports by other companies**

He does not know about supports by any other companies. Actually some non-Japanese companies provided computers or some tools before, but they are not constant supporters. He said that Panasonic is the only company which has supported the school regularly for a long time.”.

- **Impressions of Japanese companies**

His impressions of Japanese companies are mostly formed through his association with Panasonic as a teacher. His impressions of Japanese companies are good, comparing to those from other countries, thanks to Panasonic’s supports for the school, since Panasonic has been supporting the school a lot.

When he worked at Panasonic, it did not discriminate him for his disability. Panasonic gave him fair opportunities, so he could work comfortably. The experience gave him very favorable impressions of Japanese companies, especially Panasonic.

Moreover, after he became a teacher of the school, Panasonic has still given opportunities to get forefront skills.

- **To improve the school**

Panasonic has been supporting the school a lot. However, the machines and tools which have been donated to the school by Panasonic are getting old. Now, to buy new equipments

and teaching materials, he and his students try to earn money by themselves, singing songs in downtown Pathaya. Hence, he wants some new equipments for students to learn electronics' skills in order to be able to find jobs easily.

- **Teacher's requests to Japanese companies**

He hopes that Japanese companies, especially Panasonic, will continue to support the school in a sustainable way. He wants the Japanese companies to donate artificial arms to students who do not have arms so that they can control electronics. Also he hopes that the students will have more opportunities to work at Japanese companies. In Thailand Japanese companies are leading players in the field of electronics. If the students can work at Japanese companies, they can improve their skills greatly and get confident to live more independently.

The work experiences at Japanese companies are so helpful for student's life. But to accept the disabled as employees, Japanese companies in Thailand have to invest in modifying work place environment to make it suitable for the disabled.

Actually only 20% of the students with the electronics course can get jobs which they want to do. Remaining 80% are hard to find jobs and go back to their home town. He really hopes that every student can get jobs and live a decent life.

<**Mr. Kamphang**>

He has been teaching at the school for almost 20 years. He is one-handed and in some occasion has difficulties handling things. He was majored in technology and graduated from a graduate school. After graduation he became a teacher of Redemptorist vocational school. He likes children and is able to understand and share students' feeling well because he is also disabled. He wants to cheer up disabled students of the school. He teaches the first and second graders with the electronic courses.'

- **Japanese companies' philanthropic activities for the curricula of the school**

He also uses Panasonic manuals like Mr. Thamarat. He uses a projector in his class since textbook are too expensive to buy for all the students. Although Toshiba provided its manuals like Panasonic, they are not used in the class. Recently he uses Thai textbooks apart from ones donated by Panasonic.

- **Other supports from Japanese companies**

Toshiba occasionally organizes lectures held mainly for its customers and invites teachers with the school to the lectures. Toshiba has never visited the school. He does not know why Toshiba does not come to school and never invited students of the school though students want to participate in those lectures. The company says it is because of the company's policy. Still the school is exploring how they can cooperate with Toshiba.

Some other Japanese companies, such as Sony and Honda, support the school through donation to the Father Ray Foundation and the Redemptorist Foundation for People with Disabilities.

- **Impressions of Japanese companies**

He has also good impressions of Japanese companies, especially Panasonic, since supports by Panasonic are so helpful to the school, particularly electronic course. Panasonic provides the school with new technologies, curricula, tools, machines, and so on. The school has never asked Panasonic for what they want, however, the company has supported the school a lot for more than 10 years. For example, when the LCDs were needed in the class, Panasonic brought some LCDs and manuals for LCD to the school. Furthermore, Panasonic always asks the school if it needs some help from them. The sustainable supports by Panasonic made his impressions of Japanese companies favorable.

- **Supports from other companies**

IBM and other western computer companies have supported the school through donation. However, Panasonic is the only company to support the school regularly. Toshiba and other companies never asked the school about how other companies supports the school. So they don't know how other companies have been supporting the school. If they ask him about corporate supports, he is ready to explain about them anytime, though they have never asked him.

- **To improve the school**

Machines and tools at the school are too old. So the school needs more new ones to improve students' skills. In addition, since technology has been developing very quickly, machines and tools with which Panasonic provided the school are out of date. He is reluctant to ask Panasonic for new ones since Panasonic has supported the school a lot, even though he thinks that new machines and tools are necessary. Panasonic has been contributing to school a

lot by providing it with the manuals, skills, machines, and tools. Frankly speaking there is one problem. The school can not throw away the old machines and tools, videotape players which were donated by Panasonic for example. He and the school hesitate to throw them away out of courtesy to Panasonic.



Picture of a class of electronics' course

(The video players which are not used anymore can be seen)

- **Teacher requests to Japanese companies**

He hopes Japanese companies, especially Panasonic, will keep supporting the school. It helps the students to have more chance to get jobs.

4.2.3 Case of Students

- **Personal situation**

Almost all the students come from North East of Thailand. The area is known as the poorest region in Thailand. The age is ranged from 18 to 34.

They get the school information from TV, the Internet, friends, organizations, or government.

The reasons to decide to enter the school are

1. to get jobs (19 out of 22),
2. to help a family,
3. to lead a better life
4. to get out of home because staying at home is boring.

- **Curricula**

21 out of 22 students are satisfied with their curricula. All 5 students with the electronics course which Panasonic have been supporting are satisfied with the curricula.

- **Recognition of Japanese companies' supports to the school**

17 students recognized the contribution to the school by Japanese companies. Concerning the students with the electronics course, all of the students recognize the supports from Panasonic. Students with other courses are mostly aware of the support from Honda Foundation.

- **impressions of Japanese companies**

Their impressions of Japanese companies are good. They think Japanese companies are operated under excellent system and provide high quality products based on high technology. Students with the electronics course think that Japanese companies are advanced in technology and management. Also they admit that Japanese companies are helping Thai economy.

- **In the future**

Most of the students with the courses of ME and ES want to be a engineer. All students with the course of CBE want to be a computer programmer. Also most want to run their own business with their skills.

- **Work at Japanese companies**

All students hope to work at Japanese companies in Thailand if they have opportunities. 4 out of 6 students with the course of electronics hope to work at Panasonic. Concerning the students with other courses, Toyota and Honda are the two most popular companies.

- **Request to Japanese companies in Thailand**

There are huge demands for career opportunities of people with disabilities. Firstly, 20 out of 22 students want Japanese companies to employ more people with disability, since there are few companies who have openings for the disabled. Second, they want Japanese auto companies to launch welfare vehicles. Teachers and students said that in Thailand such vehicles are not produced or sold. So if they want one, they have to import one by themselves.

3 students with the course of CBE demand artificial hands, legs, and wheelchairs. 4 students hope to get scholarship,

Table 2: Answers of Students

Name	Pranee	Jirawat	Sarintorn	Anurak	Emorn	Wallop	utaradit
Age	29	28	28	26	25	31	24
Course	PE 21	PE 2	MD 2	MD 2	MD 21	MD 21	MD 2
Home	Trang	Khampengpeth	Udomthani	Samutsonakram	Trad	Bangkok	Utaradit
How do u know this school?	Internet	TV	TV	TV	From Friends	From Friends	From Friends
What made decide on this school?	Get a job & staying at home is boring	Get a job	Get a job	Get a job	Get a job	Get a job	Get a job
Are u satisfied with Curricula?	Yes	No	Yes	Yes	Yes	Yes	Yes
Do u know how Japanese companies support your school?	Yes, Honda Fund	No	Yes, Honda fund	Yes, Honda fund	No	No	Yes, Honda Fund
Do you like Japanese compnies?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
If so, why?	High-Tech	Good System	Good System	High-Tech	High-Tech	Good System	High-Tech
In the future what do u want to be?	Owner of business	Computer Officer	Owner of business	Owner of business	Engineer	Engineer	Engineer
Do you want to work at Japanese companies?	Yes	Yes	Yes	Yes	Yes	Yes	Yes
If so, which company?	Toyota	Toyota	Kawasaki	Toyota	Honda	Honda	Toyota
What image of Japanese companies do you have?	Good	Good	Good	Good	Good	Good	Good
What do you want Japanese companies to do in the future?	Support school	Donation	Employment	Exchange students program between Japan and Thailand	Employment Donation	Employment Donation	Employment Donation
	Car for PWD	Improvement of Accessibility for PWD	Improvement of Accessibility for PWD	Car for PWD	Improvement of Accessibility for PWD		Improvement of Accessibility for PWD
		Car for PWD			Car for PWD		

Name	Mr.Jakkirong	Miss Tipwan	Mr.Chasinal	Mr.Thongchai	Mr.Apichart	Mr.Sirjishing	Mr.Suwacong	Katawut	Mr.Suteppontong
Age	26	18	26	28	23	18	34	20	21
Course	ISO 4	ISO 4	ISO 4	ISO 4	ISO 4	ISO 4	ISO 4	ISO 4	ISO 4
Home	Pechaboon	Khonkaen	Chiang Rai	Surin	Udon Thani	Khonkaen	Udonthani	Kamphaeng Phet	Ubonrachathani
How do u know this school?	Letter from municipal	School information	internet	From friends	Letter from municipal	Information from administration	From friends	TV, internet	Website
What made decide on this school?	Get a job	Get a job	better life	Get a job	Get a job	Get a job	Get a job	Get a job	Get a job
Are u satisfied with Curricula?	Yes	Yes	Yes, very good	Yes	Yes, very good	Yes, very good	Yes	Yes, very good	Yes, very good
Do u know how Japanese companies support your school?	Yes, Honda Fund	Yes, Honda Fund	Yes	Yes, Honda fund	Yes, Honda fund	Yes, Honda fund	Yes, Honda fund	Yes, Honda fund	
Do you like Japanese compnies?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	New Technology
If so, why?	Good product	Good System	Good product	Good product	Good product	Good product	Good product	Good product	
In the future what do u want to be?	Web master	Programmer	Programmer & manager	Programmer	Programmer & manager	Programmer	Programmer	Programmer	Programmer & manager
Do you want to work at Japanese companies?	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
If so, which company?									
What image of Japanese companies do you have?	Good, credibility, good system	Good,credibility, trust	Good	Good, cedibility, good product	Best Quality,credibility	Credibility, good product	Good product, good sustem	credibility, good system	Good system
What do you want Japanese companies to do in the future?	Employment	Employment	Employment	Employment	Employment	Employment	Employment	Employment	Employment
		Car for PWD	Make new kind products for the earth	Car for PWD	Car for PWD	Car for PWD	Car for PWD	Support for PWD's artificial leg	Car for PWD
				Support for PWD's artificial leg	Support for PWD's artificial leg			Support wheel chair	Make a system for disabilities to develop career

Name	Mr.Spon	Mr.Meachai	Mr.Patthalung	Mr. Pairat	Mr. Ampai	Mr. Kwunchai
Age	29	22	22	34	22	28
Course	ES 3	ES 3	ES 3	ES 3	ES 3	ES 3
Home	Nongbualamphu	Tak	Patthalung	Khonkhan	Bangkok	Chiang Rai
How do u know this school?	Government	Government	From friends	From friends	Government	From friends
What made decide on this school?	Get a job	Get a job	Get a job	Help his family	Help family	Get a job
Are u satisfied with Curriccula?	Yes	Yes	Yes	Yes	Yes	Yes
Do u know how Japanese companies support your school?	Yes, seminar and donation by Panasonic	Yes, seminar by Panasonic	Yes, seminar and donation by Panasonic	Yes, seminar and donation by Panasonic	Yes, seminar and donation by Panasonic	Yes, seminar and donation by Panasonic
Is seminar helpful for your study?	Yes	Yes	Yes	Yes	Yes	Yes
Do you like Japanese compnies?	Yes,very good	Yes	Yes	Yes	Yes	Yes
If so, why?	Help Thai economy , High-Teck	Help Thai economy , High-Teck	Help Thai economy , High-Teck	Help Thai economy , High-Teck	Help Thai economy , High-Teck	Help Thai economy , High-Teck
In the future what do u want to be	Engineer	Engineer	Engineer	Owner of business	Owner of business	Owner of business
Do you want to work at Japanese companies?	Yes	Yes	Yes	Yes	Yes	Yes
If so, which company?	Panasonic	Panasonic, Honda	Honda	Panasonic	Honda	Panasonic
What image of Japanese companies do you have?	Modern, high-tech	Modern	Modern	Modern	Modern	Modern
What do you want Japanese companies to do in the future?	Employment	Employment	Employment	Employment	Employment	Employment
			Scholarship	Scholarship	Scholarship	Donation
					Donation	

4.3 Analysis f the data

Research findings shows that Japanese companies in Thailand contribute to the school through

- Honda Fund provides scholarships annually
- Toshiba provides manuals (although the contribution is small)
- Some Japanese companies employ students
- Panasonic supports lectures, manuals, equipments, and career

By the interviews with headmaster and two teachers, it is clear that Panasonic has supported the school to great extent in a sustainable way comparing to other Japanese companies and also other companies of foreign countries. It is revealed how Panasonic has supported the school, especially the course of electronics, for more than 10 years. The company has provided lectures, manuals, equipment, and career opportunities as well as transferred skills and knowledge. Panasonic's support is appreciated highly by the school and can be regarded as a successful case. The factors of the success are discussed below.

Successful factors

Based on the research findings, let me analyze, firstly what factors lead to successful philanthropic activities. Secondly, let me analyze how the supports impact on the school,

teachers, and students.

1. Total support from the curricula to lectures, equipments, and transferring skills

Total support from providing manual and equipments to transferring skills can be seen from research findings.

Panasonic provides its manuals of electronics to the school which are used in training sessions at Panasonic. Since the manuals are very practical they are very useful and highly valued among teachers. Panasonic has been willingly improving the curricula form more than 15 years, which led to better qualities of the education at the school.

I suppose that such a total support is really helpful to Thai society. Such philanthropic activities by Panasonic have lasting effects on the students contrary to temporary contribution like one time donation. Teacher Thamarat used to study at the school, worked at Panasonic for ten years after graduation, and then returned to the school as a teacher. Such a cycle was realized by social contribution by Panasonic, which was effective as well as sustainable.

2. Human relationship

Panasonic holds lectures for teachers and students about twice a year. Technicians of Panasonic are sent from Panasonic Thailand. A teacher , Mr. Thamarat, has a strong connection with Panasonic since he used to work at Panasonic and other Japanese electronics companies. The teacher can contact the technicians of Panasonic whenever he wants to.

The school has a strong tie with Panasonic for more than 10 years. The school as well as Panasonic wants to maintain the tie. Such positive relationship between the school and Panasonic enables sustainable supports from Panasonic.

3. Transfer high-level skills and manuals

The manuals used in curricula which are provided to the school by Panasonic are the same ones as they use at Panasonic. It means students can learn under high quality curricula.

Panasonic also provides the teachers and students with on-the-job-training, making its contribution more practical.

At present, Panasonic holds lectures for the school semi annually. He hopes that in the future, as a way of philanthropic activities, Panasonic will let their employees stay at the school as volunteers for much longer than a few days, say for 3 or 4 months to train teachers and students in rotation.

To make such a thing happen, companies have to pay more for it. Moreover, companies may have difficulties finding employees to fit in the position. However, this may be a good idea to contribute to making sustainable society.

4. Policy of a company

In Japan, Panasonic is regarded highly as a company which is active in employing the disabled. Panasonic, former Matsushita Electric Industrial Co., Ltd , is a multi-national electronic company. Kounosuke Matsushita is the founder of Panasonic, and the philanthropic policy of Panasonic is based on his idea.

Free Competition and Co-prosperity

“ A business has to expand and develop all the time, but the prosperity that results can not be enjoyed society by the company itself- it must be shared with society. Even if a company prospers while thinking only of itself, this situation will never last. True prosperity comes only with co-prosperity and coexistence. “ The founder Kounosuke Matsushita (Panasonic, 2009)

Teachers at the school think that the company policy contributes a lot to the success of the philanthropic activities by Panasonic Thailand. The head office of Panasonic encourages the employees to work on social contribution activities in accordance with the company policy, which makes the lasting support possible. Thus company policies influence a lot on whether the philanthropic activities satisfy the recipients. I will further describe Panasonic Thailand in a case study.

5. Sustainability

From the interviews, we can understand that the supports by Panasonic are very sustainable. Thanks to the supports the school can offer better education to its students in a sustainable way.

Supports in forms of goods as well as services are appreciated. Among all lasting supports are most appreciated.

In this successful case of philanthropic activities, five factors are essential.

Total support from the curricula to equipments and transferring skills
 +
 Human relationship
 +
 Transfer high-level skills and manuals
 +
 Policy of a company
 +
 Sustainability

Next, let me analyze how those successful factors of philanthropic activities impact on students' recognition of Japanese companies.

Influences of philanthropic activities by Japanese companies on Students

Most students come from Isaan, north eastern Thailand, which is the poorest region in the country. Teacher mentions that the qualities of education at public schools for people with disabilities are low. Among vocational schools for the disabled, the school equips students with the highest skills thanks to Panasonic's help.

Students think Japanese companies are operated under excellent system and provide high quality products based on high technology. Students with the electronics course think that Japanese companies are advanced in technology and management. When their impressions of Japanese companies are formed, the ways of production or management are emphasized but not the aspect of social contribution. They are not aware of philanthropic activities by Japanese companies.

However, there is a hint of influence by Panasonic on higher students' recognition of its social contribution in that 4 out of 6 students with the course of electronics hope to work at Panasonic.

The students with the course of electronics know that Panasonic has contributed the school a lot. The company is familiar with the students because they attend lectures held by Panasonic and they use textbooks prepared by the company. Consequently, many of them hope to work at Japanese companies, especially Panasonic, in the future. Students with other

courses are not aware of the support from Panasonic. Toshiba also supports the school in much less committed way. Thus no students named Toshiba as a company they want to join.

Honda Fund is well-known among the students in general. It is also popular as a company they want to join. This is because some of them receive scholarships from the Honda Found. The found sends its employees including Japanese managers to the school every year. On that occasion they observe some classes as well as have a talk with the school administrators.

In conclusion supports from Japanese companies have positive impact on students. When they get aware of the Japanese company's supports, they become familiar with them and encouraged to work at the companies or other Japanese companies. Thus the supports improve the image of the Japanese companies as well as that of Japan. On the other hand, the students who are not closely related to Japanese companies in their everyday school life do not have a favorable image of Japanese companies, thus they do not feel familiar with Japanese companies very much.

The research findings from the school, it can be analyzed that the consciousness and understanding for the idea of CSR and philanthropic activities are low. However, their expectations of the supports from Japanese companies in Thailand are very high. In addition, although some Japanese companies in Thailand support this school by each ways, there is co communication and information sharing among them.



Picture: Scene of electronics course with Panasonic Curricular

4.4 A Case Study of Panasonic Thailand Co., Ltd.

From the interview with the school, the huge support from Panasonic is revealed. Then, to achieve the research goals, I survey the CSR and philanthropic activities of Panasonic Thailand by conducting interviews with manager of the Welfare & Corporate Affairs Group, Cost Busters Department (who in charge of CSR) at Panasonic Siew Sales (Thailand) Co.,Ltd., and two engineers who related to the school and observing the lecture provided by Panasonic at the school. This case study will enable us to examine one case of philanthropic activities from both sides, a giver and a recipient. Also the policy of the Panasonic's CSR and philanthropic activities are to be examined to show the features of engagements in CSR and philanthropic activities by Japanese companies in Thailand.

4.4.1 Profile of Panasonic Thailand

Panasonic, one of the leading electric companies worldwide, was established as Matsushita Electric Industrial Co., Ltd. in 1918 in Japan by Kounosuke Matsushita. It extended its business to Thailand in 1949 and established Siew Co., Ltd. 5 years later. The Siew Co., Ltd became a dealer of Matsushita Electoric. Panasonic launched to the Thai market in accordance with the import substitution policy of the Thai government. In 1961, National Thailand Co., LTD (NYC) was established in Samutprakarn as a joint venture with a Thai partner, and it opened the first oversea factory of batteries after the World War II. In

1970, Siew Co., Ltd. and National Thai Co., Ltd. were consolidated into a Siew-National Sales and Service Co., Ltd. and became a joint venture between Siew-National Sales and Service Co., Ltd. (Shareholder of 51%) and Matsushita Electric Industrial Co., Ltd. (Shareholder 49%).(Kattaleya Rimkiri,2006, pp14-15) Afterwards, it widened the range of its products to manufacture home appliances. From 1996 to 1998, it converted its factories into bases of operations for exporting. Panasonic has 41 million Thai baht of capital and employs about 19.000 employees in Thailand. Currently, the head office is located on Serithai Road in Bangkok. It has 20 group companies in Thailand.

4.4.2 CSR policy by Panasonic Thailand

CSR of the Panasonic Thailand is regarded as one of the best in Thailand. There are two reasons for it. Firstly, the Thai Chamber of Commerce Business Ethics Standard Test Award 2007 (TCC BEST Award 2007) was awarded to Panasonic Siew Sales Thailand by the Thai Chamber (of Commerce and Board of Trade of Thailand) in 2007. Secondly, after receiving the award, it held lectures on CSR for other companies.

The CSR policy of the company is very significant when examining its philanthropic activities. Generally philanthropic activities are conducted based on CSR policies although there are arguments that philanthropic activities must be distinguished from CSR.

The policy of Panasonic Thailand came from the policy of the headquarters in Japan based on the basic business philosophy so called BBP, which was made by the founder Kounosuke Matsushita. It is shared among the Panasonic group globally. BBP can be divided into 3 parts, Mission, Actions, and Values. Mission has never changed from the beginning. Mission of Panasonic can be seen in the basic management objective.

The basic Management objective:

“Recognizing our responsibilities as a corporate citizen, we will devote ourselves to the progress and development of society and the well-being of people through our business activities, thereby enhancing the quality of life throughout the world.” (Panasonic, 2009)

Based on the objective, there are guidelines for Actions. According to an interviewee the the guidelines are as follows.

< The basic business philosophy (BBP)>

1. Customer comes first

2. Profit as a measure of contribution

*“If we can sell the products and get profits, the profits can be used to help the society. Profit is not our first goal. We want to produce products with high qualities so that people can have better life. For example, in the past, Thai people cooked rice with charcoals. Then, they used gas. But now, we all use electric rice cookers. Even poor people have rice cookers to use at home. This shows that people’s standard of living is getting better. We also have electrical heating water system. We don’t have to make hot water and mix it with cold water later anymore. Mr. Konosuke thought that we have to produce enough amounts of products for people to buy at low prices. It’s called ‘Tap Philosophy’, which means we have to find ways to produce products with high quality in huge quantity like tap water that we can find everywhere at low prices. “**

3. Fair competition

“Panasonic respects the law and doesn’t discredit the business competitors. We just compete with them by creating innovation and new inventions from research. We do researches to develop our products. “

4. Coexistence and mutual prosperity

“If the partners prosper, we also prosper. We offer fair business to everyone who does business with us. Sometimes we also assign our staff to educate dealers how to have a good management system. We and our business partners depend on each other and grow together.”

5. Management by all with collective wisdom

“Panasonic works in Japanese style. We work in teams. Every morning, we have ‘Morning Assembly’. Everyone takes turn to give a presentation every day. Before presenting what they prepared, they have to say ‘the seven guidelines’ first.

This morning assembly is an open stage. They can present whatever they want. It’s two-way communication. We take turns to present. Next day, they can

* Interview was conducted with Ms. Apiwan Vipatavanith, HR Department of Panasonic Siew Sales (Thailand) Co., Ltd, on 5th, April, 2010. And, following comments are also taken from the interview.

present about second grade product for employee welfare. They can inform the employees when to sell, what kind of process the employees who want to buy them have to follow, when they can make the payment, and receive the products.

They do the morning assembly at 8:15 for 3-5 minutes. That is Japanese style. Employees can choose what to present. But the speakers must not have any bias. The topics must not be the stories that discredit anybody. It should be good stories, advices, such as advice for good health, for healthy mind, and how to exercise. This morning presentation helps the employees to be self-confident, and to be able to do public speaking. Every Monday, the management team presents the sales figures. If the sales figures are low, we must think how to improve it. If the sales figures are high, we thank one another. It's sharing pain and happiness with everyone. Everyone knows what happened in the company. Manager can use this morning assembly as a mean to inform the employees about challenge plans, goals, and objectives, including when, how, and who will be responsible for that project. It's a way to practice managers' presentation skills. Communication is very important in putting our philosophy into practice. We must brainstorm together.”

6. Autonomous responsible management

“Everyone has their own ways of management. To make it happen in practice, we need to inform everyone about it.”

7. People before products

“When talking about Panasonic, we're well-known of ‘People before Products’. When people asked what Panasonic do, Mr. Matsushita answered that we train people before producing products.”

Those seven guidelines are important for conducting all work activities.

Next, value of the Panasonic includes “seven principles”. The principles are the key of CSR and philanthropic activities of Panasonic Thailand.

<Seven Principles>

1. Contribution to society
2. Fairness and honesty

3. Cooperation and team spirit
4. Untiring effort for improvement
5. Courtesy and humility
6. Adaptability
7. Gratitude

Those seven principles are well understood among all Panasonic group employees. Every employee carries a card on which those principles are printed.

“Seven principles are where explained all philosophy. We have to remind it everyday so that people start taking actions. For example, in doing philanthropic activities, our staff will suggest their own ideas how to help the society. Some of them suggested blood donation and giving stuffs to children. They collected money to buy stuffs and gave them to children.....”

For example (from Seven Principles), Fairness and Honesty.....employees here are taught to be super honest, not just only to be honest. In working environment, everyone must be reliable because we have several audit systems, such as financial audit, human resource audit, management audit, and so on. We must be honest and have adaptability. In such a bad economic, it still can't be used as an excuse that the sales goes down. We have to think how to adapt to the situation and how can we sell the products. Even the protest of demonstrators 'red shirt' cannot be our excuses. We have to prepare plans to solve sales problems. Employees must be gratitude to the customers as well. Customer is god. We have to take care of them well because they bring us income.....Employees should put the BBP (Missions, Actions and values) into practice. They must have aspiration, an international outlook, and rich personality.....We must also have the attitude of a merchant. Even when we became a big company, we still should work with modesty and humility. I think Japanese are humble and polite. The way they bow to greet customers shows their politeness and humility. “

In addition, all employees with Panasonic share the mind of honesty, so called “Sunao mind”. Sunao mind “understands the truth without bias or self-interest, belong more will to hear other’s opinions and having an open mind”. “Sunao Mind” is open-minded, unselfish, willing to hear others’ opinions, and has integrity, bravery, and adaptability. A person with a “Sunao mind” will be able to listen to complaints about his own weaknesses and accept them if they’re true.

“Contribution to society” comes first in the 7 principles. So, naturally the CSR and philanthropic activities are regarded as significant activities in the company. The contribution to the Redemptorist vocational school is also conducted based on the first principle.

<Philosophy came from Japan and was put it into practice in Thailand>

At the beginning, Japanese gave Thai employees lectures about the philosophy. Later, some Thai staff were sent to Japan to learn about it and when they came back they taught what they learned in Japan to other Thai staff. According to the interviewee matters of concern are mainly environment, society, and business. Mission will be successful if they know how to put it into practice.

<Other CSR ideas>

The company gives lectures on CSR to its employees annually. Based on the BBP philosophy, the lecturers explain the general ideas of CSR such as triple bottom lines (economy, society and business), multiple stakeholders, and the King’s idea of the sufficiency economy. The BBP philosophy, the general ideas of CSR, and the King’s idea of the sufficiency economy overlap each other. It is easier to refer to the idea of sufficiency economy when explaining CSR to Thai people. Panasonic’s CSR and King Bhumipol’s economic sufficiency both started from the same point: the will to do good things to help the society.

<Ideas for society>

As one of the Triple bottom lines, Panasonic emphasizes society in its CSR activities. The understanding of society by Panasonic Thailand is shown here.

“We have to rely on each other. Making a sustainable society is starting from ourselves. We can’t just think about the profits and produce as many products as we can. But we should think about the society and environment. We should think about next generations.”

4.4.3 Philanthropic activities by Panasonic Thailand

As a corporate citizen, Panasonic Thailand tries to promote the development of society, mainly based on the first one of Panasonic seven principles. Panasonic focuses on philanthropic activities especially in the fields of environment and education. However, there are no restrictions on which fields they focus on. In the field of education, it provides school children with free lunch, donates school buildings, as well as school backpacks, and scholarships to study in Japan and Thailand starting from the Panasonic's 80th anniversary in 1998. It provides 3 scholarships a year, promoting arts and cultures. It also holds lectures concerning electronics technology at vocational schools in Thailand.

Panasonic Thailand has been endeavoring to help schools in 75 provinces in Thailand by donating school building as one of philanthropic activities. However, it does not inform the public much of the project. The project was started on the Panasonic's 20th anniversary. The amount of donation for this project is 235,000,000 baht. It spent 32million baht in providing educational materials. Another 15 millions baht was put into funds for schools to spend on their own projects. The company is aware that the nation will develop if it has good education. So, it supports schools outside Bangkok.

<Others activities>

- Donations to help victims of the Tsunami disaster in 2006 in Thailand. Support not only in Thailand but also in other parts of the world after disasters
- Donating money or products to help children in the country in case some employees asked the company to do so
- Light bulbs donation project
- Greeting neighbors during New Year, etc.
- Donating Plasma TV to the department of transportation in Thailand to warn of the traffic accidents during the Songran Festival.

<Environment>

- Planting trees

4.5 Research findings

4.5.1 Lecture

The lecture at the Redemptorist vocational school for people with disabilities was given by two engineers from Panasonic Siew Sales (Thailand) Co.,Ltd. a manager, and a supervisor with the engineering support department on March 9th and 10th, 2010 from 9 am to 5 pm. On the first day, the lecturer taught about the structure of TV sets. On the second day, another lecturer taught about audio equipments. The lectures were given to all the teachers and students with the electronic course of the school. The lectures were similar to the lectures at university. Basically, they used documents of power point. The atmosphere in the classroom was friendly. There were lot of questions and answers during the lectures.

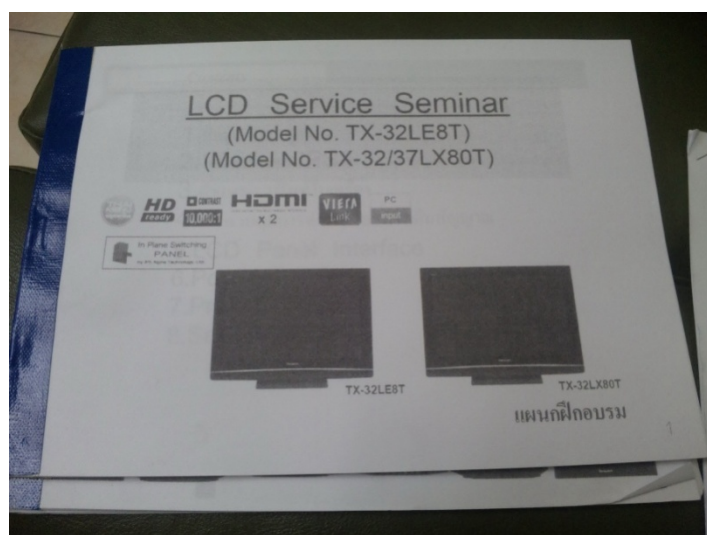


Picture: The lecture on the first day

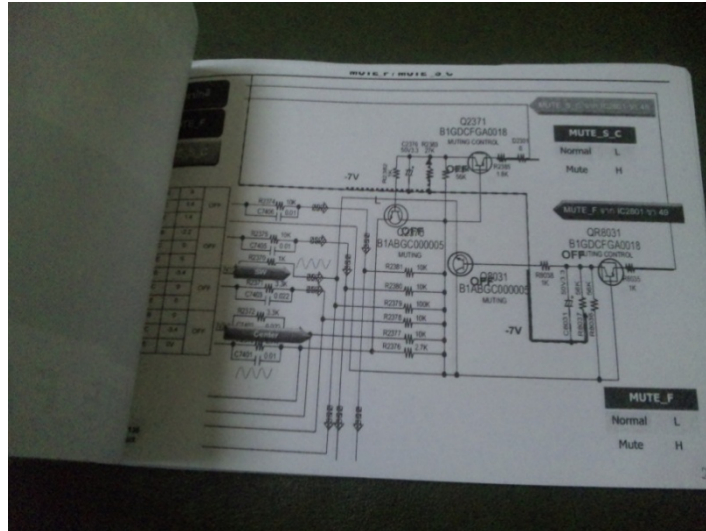


Picture: Demonstration using equipment

People from Panasonic brought new products of Panasonic such as plasma TV and audio equipment to use in the lectures. As they used the equipments, they explained the structure of electronic circuits, and how to use and repair them. Six textbooks which were used in the lectures were sent to the school by e-mail beforehand. The textbooks made by people from Panasonic were based on the textbooks used for training in Panasonic. Three of the textbooks were also used at Panasonic in Japan and written in English. People from Panasonic lectured in Thai although some parts of the textbooks were written in English.



Picture: Textbooks used in the lecture



Picture: Textbook used in the lecture

Students in the all grades attended the lectures together. It means that there is various degree of understanding among students. Therefore teachers at the school explain about what the students learned in the lectures later in order to make the students understand them further.

4.5.2 Lecturer

< Interviewee: Mr. Sereetham >*

He has worked with Panasonic Thailand for 12 years. He has taught at the school 6 times in the last seven years. He is a supervisor with the engineer support department of Panasonic Sew Sales. He is in charge of audio equipment. Thus, he offered the lecture on the second day at the school. Also, he offers lectures at other vocational schools and universities about 20 days a year. The Redemptorist vocational school is the only school for people with disabilities to which Panasonic gives lectures.

* The Interview was conducted with Mr. wisanu.sereetham, Supervisor of Service Administration Department in Panasonic Siew Sales (Thailand) Co., Ltd, on 7th April, 2010.

-History of Panasonic's co-operation with the Redemptorist vocational school

About 10 years ago, Panasonic was asked to offer lectures to students and teachers with the electronic course to improve their knowledge and skills. Panasonic has decided to support the school because it had never supported any schools for the disabled. Panasonic thinks that there are few opportunities for students with disabilities to get high quality education. Thus Panasonic decided to support the school to let students have more chances to learn practical knowledge and skills to enhance their job opportunities. To help such students is in accordance with the company principle of Panasonic. At the same time, Panasonic made a decision to offer some second hand equipment to the school.

Recently Panasonic Thailand employs four disabled graduates from the school.

-The process of the lectures

Firstly teachers with the electronic course explain in detail to the people in charge from Panasonic about what they want their students to learn through the lectures. Then the lectures prepare for the lectures, taking the request from the school in consideration.

-The role of Panasonic Thailand at the school

He thinks that the main purposes of the lectures are to transfer new skills and techniques of electronics to teachers and students, and to teach them specific ways of repairing electronics which teachers of the school are not capable of. He is for holding such lectures because they are designed to satisfy the demand of the school.

-Comparison with other vocational schools

Comparing to a public vocational school the teaching staff with the school is more highly qualified. This is partly because public vocational schools do not get enough budgets. Another advantage of the school is that most teachers live in the school quarter. It makes it

easier for the students to learn from the teachers. In addition the relation between Panasonic Thailand enables the students to master more practical skills.

-knowledge about philanthropic activities by other companies

He does not know what other companies do as corporate philanthropy. Nor he does not know any one with other companies who are in charge of philanthropic activities. However, he is interested in philanthropic activities by the competitors of Panasonic.

-Employment

Panasonic does not have any specific quotas on the employment of the disabled. When there are any openings, Panasonic informs the school of them. The graduates from the school who are with Panasonic are highly evaluated.

-Future cooperation

Panasonic will continue to support the school. The support will be maintained or even expanded in the future. If the school asks Panasonic to hold more lectures, Panasonic can meet the demand.

-Evaluation and information sharing

He reports to the managing director on the philanthropic activities of his department monthly. The MD combines all the reports on philanthropic activities from various departments and sends them to the department in charge of CSR at the headquarters. In such a way the department gathers information on philanthropic activities from all over the world each month. The staff with the department sends news of such information to employees worldwide by e-mail so that it can be shared within the whole group.

Moreover every Friday volunteers for philanthropic activities are wanted on an

in-house broadcast. Through the broadcast employees can know about the philanthropic activities organized by the company, which are mainly conducted at weekends.

Panasonic discloses the information on its philanthropic activities on its website. Such information including pictures is updated frequently. Philanthropic activities at the school were once introduced on the website. If the company is invited to some ceremonies such as donation ceremonies by recipients of its social contribution, it is usual Japanese executives attend those ceremonies, which is disclosed on the website.

4.5.3 Manager

<Interviewee: Mr. Surachai>*

To follow up the philanthropic activities by Panasonic Thailand, I conducted further interview with manager of Service Administration Department in Panasonic Siew Sales (Thailand) Co., Ltd. He has visited the school several times to make speeches as a greeting before the lectures.

-Only Panasonic holds lectures and transfers skills

He is sure that other Japanese electronics companies in Thailand do not conduct philanthropic activities such as holding lectures at schools to transfer skills. The reason why Panasonic holds lectures at the school is in the basic idea of Panasonic products. Panasonic produces its products so that everyone can use and repair them easily. Thus Panasonic's products are so convenient for the popular among customers. Following the idea, Panasonic publishes the manuals of its products.

* The interview was conducted with Mr. Surachai, manager of Service Administration Department in Panasonic Siew Sales (Thailand) Co., Ltd., on 5th April, 2010.

-Product donations to the school

There are two kinds of products which are donated to the school. Some products have defects but it does not pay to fix them. Others are sent to the company to be repaired but nobody come to pick them up. Therefore some products donated to the school are rather new. The donation of products to the school is also conducted based on the Panasonic's philosophy of "contribution to society". Panasonic does not expect any return from the donation at all.

-The reasons not to publicize

He explains three reasons why the activities are not publicized: Thai economy, Thai culture, and the awareness of Thai people. Thailand has become a middle income country according to UNDP but there still are huge economic differences among the nation and as the market it is not mature yet. It will not be before the economy develops more and the GDP/capita increases for publicizing CSR activities in order to contribute to the company. Thai consumers are not eco conscious but price conscious. They prefer cheap goods better than eco friendly ones. Thus the company does not want to waste money to publicize how it commits itself to CSR activities. Ordinary Thais are not so wealthy as to support corporate CSR activities through their consumption orientation. Those companies ranked highly in terms of CSR are also ranked highly regarding their sales. Those companies have financial strength to pay for publicizing their CSR activities to improve their brand image. Moreover some companies engage in social contributions without expecting any commercial returns. This is because Tam-boon mind is running in the companies. The idea of CSR has been introduced to Thailand but most companies are not willing to commit itself to it because the market is not mature enough and because consumers are rather indifferent to it.

4.6. Analysis of the Data

Information on the philanthropic activities of Panasonic was gathered from informants with Panasonic. In other words information from the insiders of the giver was obtained in the course of the case study. Analysis of the research findings based on interviews and observation of lectures will be made below.

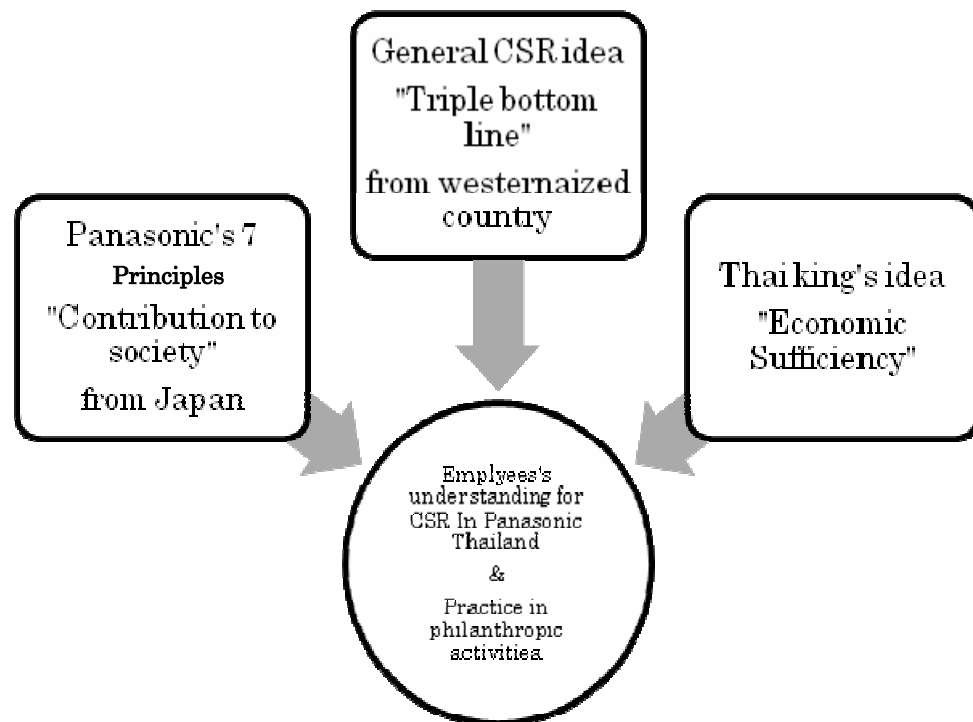
-CSR idea by Panasonic Thailand (Mix and localized)

The employees sent to give lectures were aware of the company principles of Panasonic and they were conducting philanthropic activities in accordance with the principles. This shows the company principles are well infused to Thai employees. Furthermore they know the concept of CSR, which may be caused by sharing of information on company's social contribution.

It is found that the CSR policy of Panasonic Thailand is made up of tree main elements: BBP, general CSR ideas, and the sufficiency economy. The ideas of Panasonic are adapted to Thai Society.

Basic CSR ideas like Triple Bottom Lines are taken into consideration, but actual CSR activities are based on principles of the company and the Tam-Boon mind of the employees which are affected by Thai Buddhism culture.

Figure 9: Localization of CSR Idea by Panasonic Thailand



Source: made by author based on the interview

-Positive attitude toward contribution on the side of Panasonic

Through the observation of the lectures and an interview with a company person positive attitude toward contribution on the side of Panasonic was found. Watching its philanthropic activities directly, I realized that such activities were not simply to get better reputation from the public. They were doing the activities for the sake of the children.

They come to the school only twice, but during their stay they teach from morning to the evening for two days. They prepare for the lectures in response to the requests from the school. They also bring new equipment to help students learn how to fix it. They are willing to commit themselves to the philanthropic activities at the school if asked. On the whole they showed enthusiasm in working on the program and were welcomed by the whole school.

-Difficulties

➤ Sharing information

Panasonic discloses their philanthropic activities on its web site, but since news on old programs is replaced by that on new programs, there is little news on long-lasting programs such as one at the school, making it difficult for the public to know the achievements of such programs. Panasonic contribute a lot to maintain the high quality of the education at the school. Thus the school has high awareness of the company. It is beneficial to publicize such successful social contribution case in order to sustain the program as well as to improve the social awareness of the company. It is also helpful for other Japanese company running business in Thailand to learn from such appreciated case. In conclusion it benefits various entities to disclose the information on such successful case.

➤ Gaps between imported CSR and realities

The company thinks it is not worth spending on publicizing its CSR activities when consumers are still not so educated as to value the sustainability of society than lower prices. Thai society is not mature advocated by the king is used to fill in the difference.

Social contributions by Panasonic are above all based on the principles of the company. Furthermore they are influenced by Thai Buddhism spirit running in the people. Thus social contributions by Panasonic Thailand, which is a Japanese company operating in Thailand, is characterized by general CSR ideas adopted by developed countries as well as unique Thai culture and the certain stage of the development of Thai economy. But the way of adapting CSR idea is not forcibly. It is differ from Petter Utting points out that through voluntary approach codes of

conduct of developed countries are transferred forcibly to developing countries by TNCs and international institutions. . The way is more flexible.

Unlike their Thai counterparts, Japanese customers are highly aware of the usefulness of CSR. They prefer goods made by companies which contribute to society. On the other hand Japanese companies think highly of CSR. Thus Japanese companies have experiences in CSR activities but they have to make some adjustment when they want to make their CSR activities in Thailand effective. In the case of Panasonic pays a lot of attention to local factors.

Contribution by Panasonic to the school can be highly appreciated as a meaningful example of philanthropic activities, though it has some tasks to be done. Panasonic helps the electronics course improve its curriculum as well as providing equipment. To maintain the highly qualified education at the electronics course support from Panasonic is indispensable.

CHAPTER V

TOTAL ANALYSIS AND DISCUSSION

5.1 Total analysis of the case study

By interviewing with both the giver and the recipients of a case of social contribution following factors were found.

1. contents of a social contribution case
2. recognition of the case by the both sides
3. significance of the case for the both sides

In order to study how social contribution by companies help sustainable development of society, it is more helpful to investigate recipients rather than givers when we judge if the projects are successful and grasp the factors of success. However, it is important to consider the sustainability of both society and companies. By investigating not only the company but recipient in a case I could find the factors and tasks of successful philanthropic activities.

Unlike other case studies based on CSR reports published by companies which engage in social contribution, this study is done by gathering information from the both sides, the giver and the recipient. Thus it was possible to get a less biased picture of the case.

When the author visited the school and found that several Japanese companies support the school. Honda provides scholarships to some of the students and some Japanese companies employ graduates from the school. Among the companies supporting the school, Panasonic was most appreciated for its sustainable and effective support to the electronics course. It is because the companies support is in accordance with the purpose of the school, which is to provide the students with knowledge and skills that enable them to be independent.

Thailand has a huge electronics industry. And the industry has a lot of labor intensive processes. So students from the electronics course and the computer course have more job opportunities according to the Job Placement Center. Courses other than the electronics do

not get substantial support from any companies. Even the computer course does not get technical support from any companies. Therefore the students can only learn basic skills to operate a computer.

On the contrary students with the electronics course can learn from engineers from Panasonic. Thus they learn knowledge and skills in response to the development of electronics goods. As a result they can get positions at companies which require higher skills. In this way Panasonic's contribution to the course is huge and appreciated as such.

-Lack of sharing information

Communication between Panasonic and the school was conducted well. However, the information on the contribution program is not disclosed to the public by neither sides. The school does not know such programs at other schools. People from Panasonic are not interested in philanthropic activities at the school by other companies. Such a way of developing a social contribution program is influenced by Japanese values of doing good secretly and Thai concept of Tam-Boon. Disclosing and sharing information are two important tasks of Japanese companies which engage in philanthropic activities as mentioned in chapter 3. Here the advantages of disclosing and sharing information on social contribution programs are studied.

The school, as a recipient of social contribution, can let companies know the kinds of supports each of its school needs. By doing so, companies can more easily undertake some philanthropic activities at school. Also publicizing the successful case of Panasonic encourages other companies to start social contribution as well as helps them design contribution program which work. Moreover it will contribute to improving the company value of Panasonic.

Panasonic's contribution at school is basically known within the company. The public can not get information about it on the website of the company. If such a case is publicized it will contribute to improving the value of Panasonic. Moreover, it will be instructive to other companies which are interested in undertaking philanthropic activities in Thailand.

-Lack of information on social contribution among companies

Japanese companies do not share information on social contribution to the school. Even Panasonic, which has supported the school more than 15 years and contributes to the school most, does not know how the school is supported by other companies. According to the school no companies have ever asked it which companies support the school and how. In conclusion information on social contributions to the school is not shared by any companies.

-social contribution in the era of CSR : beneficial to the school but not to companies ?

So far social contribution by Panasonic Thailand has been studied to explore the factors to realize sustainable society in Thailand. The contribution is beneficial to the school in that the students with the electronics course can master skills, which makes it easier for them to get jobs. Actually Panasonic has the highest image among the students with the electronics course. However, the company can only improve the minor stakeholders, in this case the students. In this respect the effect of social contribution to the school is very much limited. If we buy the theory that corporate social contribution should be committed to take responsibility as a corporate citizen not to aim at commercial benefit, the activities of Panasonic at the school are understandable. However, according to the CSR theory of Panasonic, CSR activities should be done so that both the company and society can develop sustainably. In this respect the CSR activities of Panasonic at the school contribute to the sustainable development of the company very much limitedly.

5.2 Discussion

The research findings from the case study, document research, and interviews with the JCC are to be discussed.

Philanthropic activities in the case study are not informed to public. The engagements have been done behind closed doors more than 15 years by the company and the school. At that time, the concept of CSR was really new or not popular in Japan and Thailand. And also philanthropic activities were not really integrated into the CSR theory.

Thus, we can say that such kind of activities are committed by Japanese companies in more different context, namely in the social context based more on human relationship.

One of the research findings from the case study is that Japanese companies lack of sharing information among Japanese companies, as mentioned in the document research by Japan Foundation (Chapter 3). Those long lasting philanthropic activities at school by Panasonic are not in accordance to the strategic philanthropic idea, which emphasize the coordination of CSR activities with business interest. While the strategic philanthropic theory is advocated in the current CSR era, the case of the long relationship between the school and Panasonic can be understand well in the social context and taking into account the long relationship between Japan and Thailand.

From the research, it could be mentioned that philanthropic activities by Japanese companies are localized in the social context. This is not the kind of CSR which Peter Utting (2002) calls CSR forced by developed countries. Thai employees engage in philanthropic activities under influence of Thai culture and the king's idea. In this way, philanthropic activities are totally localized by Thai employees.

Thus, we can agree to the idea of Richard Welford (2004) that CSR is influenced by the economic development, localized issues, and cultural traditions.

As stated in the chapter 2, the development of CSR can be described in the social, economic, and political context. Among them, it seems that social factors impact a lot on the CSR in Thailand. This is because social contribution has been done as merit making which represents the thinking of Thai Buddhism. When the concept of CSR was brought by TNCs, social contribution, one of the components of CSR, was considered to represent CSR by Thais. Thus Thai employees have conducted social contribution as a way of CSR not to benefit their companies but to make merit in a traditional way. In the case of Panasonic social contribution is included in its principles brought from Japan and the principle is well infused into its employees. Thus social contribution activities at the school are done based on the idea of social contribution common in both the values in Thai and the company's principle.

The social contribution activities by Panasonic have not been publicized. It is because of Buddhism thinking shared by both Japanese and Thais. Japanese companies have been conducting social contribution both in Japan and Thailand. However, they have been

reluctant to publicize their activities. It is running in Japanese tradition that if we do something good we should not show it off. Thais have values similar to this, thus few Japanese companies in Thailand publicize their good deeds, which characterize their social contribution. In a sense such shared values make it easy for Japanese companies to continue their social contribution in Thailand.

Moreover social contribution by Japanese companies is promoted by the economic difference between the two countries, as well as huge Japanese population in Thailand. Those Japanese companies engage in social contribution so that they can do their business more easily in the country and that they can contribute to the improvement of the presence of Japan.

Thai employees are in charge of almost all the processes of social contribution at Japanese companies in Thailand. Thus social contribution is committed using allocated budget. However, it is Japanese staff who draw the outline and allocate the budget. In the case of Panasonic the organization is made so that Thai employees can talk to the Japanese MD when they have some proposals. However, in most Japanese companies Thai employees still have limited voice

Social contribution by Japanese companies in Thailand has different features from the social contribution advocated generally in the era of CSR and is more easily understood in the social context. It is based on the trust built through the long relationship between the two countries as well as shared values influenced by Buddhism thinking.

In general companies in the era of CSR are supposed to regard social contribution as an aspect of their business strategy. Thus they are expected to conduct the contribution to contribute to sustainable development of both the companies themselves and their stakeholders. However, this idea can not be applied to Thai society. In Thailand social contribution must be understood taking into consideration cultural, economic, and political factors.

Despite the huge differences in economy and the levels of technology, social contribution by Japanese companies in Thailand is not a kind of forced CSR. Social contribution by Japanese companies is committed as a means of cooperation between

Japanese entities and Thai stakeholders. This may be the suitable way for Japanese companies to be welcomed by Thai society.

CHAPTER VI

CONCLUSION

6.1 Conclusion

Answers to objectives of this research can be concluded as follows.

1. Explore the features of philanthropic activities by Japanese companies
 - Japanese companies in Thailand commit to philanthropic activities based on long lasting relationship between Japan and Thailand as well as human relationship between Japanese and Thais.
 - Philanthropic activities can be understood in Thai social context, taking into consideration common values between Japanese culture and Thai culture such as Buddhism and Japanese' concealment culture.
 - The concept of westernized CSR is converted into the localized idea with the cultural, economic, and social features of Thailand weaved in it in the framework of principles of Japanese companies.
2. Explore the philanthropic activities by Japanese companies from both points of view, a recipient and a company
 - Differences in how the school and the company recognize the program
 - Lack of sharing information between companies conducting social contribution at the school
 - Lack of disclosure of the program

Then the research goal of this thesis “to find out how Japanese companies in Thailand commit their philanthropic activities” leads to following conclusions.

It can be concluded that long lasting social contribution by Japanese companies has not been conducted as a means of their CSR strategy and that it has been based on the Thai social context which has similar social values to Japanese. And such contribution has been done in a way cooperative way between Japanese companies and Thai society.

Corporate philanthropy is getting more awareness in the era of CSR. Major reasons for Japanese companies to engage in philanthropic activities are economic gap and trade deficit between the two countries, cultural characteristics of Thailand, and huge Japanese community in Thailand. The most important factor of such contribution is the sustainability. For the Japanese companies to continue to run their business in Thailand it is essential to enhance their presence by way of philanthropic activities.

Although it is called the era of CSR, Japanese companies are not strategic in their social contribution. They do not disclose information on their contribution in order to improve their image. Such contribution is conducted based on the thinking of Buddhism and the long lasting relationship. Thus social contribution by Japanese companies in Thailand is characterized by the common values between the two countries. Mostly philanthropic activities by Japanese companies are done by the Thai employees under localized idea of CSR influenced by Thai economic and cultural background. The commitments to philanthropic activities by Japanese companies in Thailand can not be explained fully by the CSR theory such as a multi stakeholder theory and strategic philanthropy theory, the long lasting philanthropic activities by Japanese companies are based on the human relationship and common cultural and social values between Japanese and Thai people.

In the CSR era, companies are asked to practice their philanthropic activities in a more strategic way. Nevertheless, generally accepted CSR theories can not be applied to Thailand. Japanese companies have conducted social contribution in the country based on good human and diplomatic relationship between Japanese and Thais.

More Japanese companies are expected to launch into Thailand to expand their profits. Thus it will be increasingly important for Japanese companies to share information on their

social contribution to be welcomed by Thai society. Furthermore social contribution can help to improve the relationship between Japan and Thailand. Japanese companies in Thailand will be able to contribute to the development of Thai society, continued improvement of the relation of the two countries, and their own growth through their social contribution activities. In doing so it is necessary for them to get cooperation from their stakeholders as recipients.

5.2 Recommendation

- Information on CSR and philanthropic activities should be shared not only among Japanese companies but also between Japanese companies and Thai local companies, since they have been sharing common values.
- The companies which engage in philanthropic activities at the school had better share information. By doing so they can support the school more effectively.
- The JCC take initiatives to promote sharing of philanthropic activities by its members.
- Disclosure by both givers and the recipients will be good for the development of philanthropic activities.
- If hidden philanthropic activities like this are publicized, the relationship between Japan and Thailand will be improved.

REFERENCES

- APEC Business Advisory Council (APEC) Thailand [Handbook]. (2009). **Sharing Experiences on CG and CSR Practices among SMEs in Asia-Pacific Region**.p47.
- Andrew Kakabadse and Mette Morsing (Eds.). (2006). **Corporate Social Responsibility: Reconciling Aspiration with Application**. New York: European Academy of Business in Society (EABIS).
- Chaiwat Wibulswasdi, Priyanut Piboolsravut, and Kobsak Pootrakool. (2010). **Sufficiency Economy Philosophy and Development**. Sufficiency Economy Research Project, Bureau of the crown Property.
- Daisuke Hiratsuka. (2002). **Cases of Japanese companies' operation in Thailand in the era of globalization**. **JETRO Research Paper**. Available from:
http://www.ide.go.jp/Japanese/Publish/Download/Report/pdf/2001_02_11_07syo.pdf
[2010, May 1]
- David Vogel. (2005). **The potential and limits of Corporate Social Responsibility**. New York: The Brookings Institution.
- Dalinee Sastararuji., & Vanessa Hastenpflug Wottrich. (2007). **Exploring CSR in Sweden, Thailand and Brazil. Insights from the Construction industry**. Mater Degree. Erasmus Mundus in Umea University, Sweden.
- Dilek Cetindamar & Kristoffer Husoy. (2007). **Corporate Social Responsibility Practices and Environmentally Responsible Behavior: The Case of The United Nations Global Compact**. Singapore: Journal of Business Ethics.
- Embassy of Japan in Thailand. Japan-Thai Relations [Online]. Available from
<http://www.th.emb-japan.go.jp/en/relation/index.htm>[2010, December 17]
- Kattaleya Rimkiri. (2006). **English Language Used for Handling Consumer Complaints by Panasonic Middle Management**. The University of the Thai Chamber of Commerce. pp14-15.

Kyouji Okamoto. (2004). **Hand Book on CSR: What Is Cooperate Social Responsibilities.** Japan: Nikkei keizai shinnbunsha.

Matthew Olson. (2009). **Corporate Social Responsibility Networking in Thailand and the Implications for NGO–Business Partnerships.** Doctoral dissertation, International Development Department, School of Public Policy, University of birminghamb.

Michel E.Poter & Mark R.Kramer. (2002). **The Competitive Advantage of Corporate philanthropy.** Harvard Business Review.

Michael E. Porter and Mark R. Kramer. (2006). **Strategy and Society: The Link Between Competitive Advantage and Corporate Social Responsibility.** Harvard Business Review.

Maignan, I. and Ralston, D. (2002) **Corporate social responsibility in Europe and the US: insights from businesses' self presentations.** Journal of International Business Studies, 33(3), pp. 497-514. Available from: <http://faculty-staff.ou.edu/R/David.A.Ralston-1/4.pdf>[2010, March 5.]

Manuel E. Contreras. (2004). **Corporate Social Responsibility in the Promotion of social development: Experience from Asia and Latin America.** New York: Inter-American Development Bank.

Niamh Garvey & Peter Newell. (2005). **Corporate accountability to the poor? Assessing the effectiveness of community-based strategies.** Journal of development in practice, volume 15, numbers 3 & 4, pp389

Long & Arnold. (1995). **The Power of Environmental Partnership, Fort Worth. TX:** Dryden Press.

Panasonic Co.,Ltd [Online].(2009).**The Panasonic Report for Sustainability 2009 Full Report Panasonic Co.,Ltd.** Available from: <http://panasonic.net/csr/reports/>[2010, March 10]

Pareena Prayukvong & Matt Olsen. (2009).**Research Paper on Promoting Corporate Social Responsibility in Thailand and the Role of Volunteerism.** The NWTWORK

of NGO and Business Partnership for Sustainable Development (The NETWORK Thailand).

Peter Brimble and Shujiro Urata.(2006) **Behavior of Japanese, Western, and Asian MNCs in Thailand: Lessons for Japanese MNCs**. Paper for presentation at the Conference, Japan Center for Economic Research, Tokyo, p23.

Peter Newell. (2005). **Citizenship, Accountability and Community: the Limits of the CSR agenda**. Journal of international affairs 81, 3, 2005, pp541-557.

Peter Utting. (2002). **Regulating Business via Multi-stakeholder Initiatives: A Preliminary Assessment in Voluntary Approaches to Corporate Responsibility: Readings and Resource Guide**. NGLS, Geneva.

Philip Kolter & Nancy LEE. (2005). **Corporate Social Responsibility: Doing the Most Good for Your Company and Your cause**. John Wiley& Sons, New Jersey, USA. p146.

Ranjita Mohanty & Rajesh Tandon. (2006). **Participatory Citizenship: Identity, Exclusion, Inclusion**. London: Sage publications ltd.

Rhys Jenkins., and others, (2002). **Voluntary approaches to corporate responsibility: readings and resource guide**. New York, United Nations Non-Governmental Liaison Service (NGLS).

Rhys Jenkins. (2005). **Globalization, Corporate Social Responsibility and Poverty**. International Affaires 81, 2005, pp525-540.

Rojanayol Vongsuksi. (2008). **Global Market Pressures and Corporate Social Responsibility (CSR): Impacts and Implications on Thai Businesses [Online]**. Available from: <http://www.itd.or.th/en/node/868>[2010, April 7].

Niamh Garvey & Peter Newell. (2005). **Corporate accountability to the poor? Assessing the effectiveness of community-based strategies**. Journal of development in practice, volume 15, numbers 3 & 4, pp389

Richard,Welfors. (2004). **Corporate Social Responsibility in Europe, North America and Asia**. University of Hong Kong, China.

- Shizuo Fukuda [Online]. (2005). **A report from the leader of the CBCC Dialogue Delegation on CSR to Southeast Asia**. Available from: <http://www.keidanren.or.jp/CBCC/english/report/200509observations.pdf>[2009, September, 23]
- Toshihiko Fujii. (2005). **CSR in Europe and CSR in Japan**. Tokyo: Nikkagijutsushupansha.
- Toshihiko Fujii and Daisuke Shintani. (2008). **Ajiano CSR to Nihonno CSR. (CSR in Asia and CSR in Japan)**. Tokyo: Nikkagijutsushupansha.
- UNDP(United Nations Development Programme)[Online]. (2009). **UNV Country Profile, Thailand, September 2009[online]**. Available from <http://www.docstoc.com/docs/29404631/EXECUTIVE-SUMMARY---United-Nations-Development-Programme---Thailand> [2010, April 8]
- United Nations. (2004). **Disclosure of the impact of corporations on society current trends and issues, United Nations Conference on the Trade and Development**. New York and Geneva.
- Wendy Chapple & Jeremy Moon. (2005). **Corporate Social responsibility(CSR) in Asia: A seven-Country Study of CSR**. Journal of Business & Society, vol. 44 No, 4, pp415-441.
- Williams, Cynthia A.; Ruth V. Aguilera. (2008). **Corporate Social Responsibility in a Comparative Perspective**. The Oxford Handbook of Corporate Social Responsibility. Oxford: Oxford University Press. Available from: <http://www.business.uiuc.edu/aguilera/pdf/Williams%20Aguilera%20OUPfinal%20dec%202006.pdf>. [2009, December 20]
- Japan Business Federation (Nippon Keidanren). (2008). **Corporate Philanthropic Activities in the Age of Corporate Social Responsibility**. Nippon Keidanren.2008 July.
- Japan Business Federation[online]. (2007). **Interim Report on Corporate Philanthropic Activities**. Available from: <http://www.keidanren.or.jp/japanese/policy/csr.html>[2009, December 25]

The Japan Foundation. (2009). **Survey of Philanthropic Activities by Japanese Companies in Thailand**. The Japan Foundation.

Japanese Chamber of Commerce, Bangkok[Annual Report]. (2008). **Annual report 2008**, pp67-69.

Japanese Chamber of Commerce, Bangkok[Guidebook]. (2009).

Japanese Chamber of Commerce, Bangkok. (2009). **Economic Report of Thailand in 2008 and 2009**.

Jose Allouche. (2006). **Corporate Social Responsibility Volume 1: Concepts, Accountability and Reporting**. New York: Europe Foundation for Management Development.

Global Environmental Forum. (1999). **Nikkeikigyō no Kaigaikatsudōniatattenō Kankyūtaisaku (Japanese companies' provision for environments in overseas activities)**). Available from:
http://www.env.go.jp/earth/coop/oemjc/H18_tebiki/tebiki.pdf[2009, December 17].

Global Environmental Forum [Online]. (2005 and 2006). **CSR in Asia**. Available from;
<http://www.gef.or.jp/>[2009, December 7]

APPENDICES

Appendix A: Questions to Teachers

Teacher Name _____ **Age** _____

1. <Personal Question>

- How long have you been teaching? _____
- Where are you from? _____
- Where did you graduate? _____
- Have you ever worked with Japanese companies? _____
- What made you become a teacher of your school? _____ -
- Which class do you teach?

2. What kind of curricula do you use? How is the curricula made?

- Do Japanese companies support the curricula? If so how?

_____ -

- Do companies from other countries support the curricula?

3. <Image of Japanese companies>

- What kind of image of Japanese companies do you have?

- Did your image of Japanese companies changed after you entered the school?

- What image of companies from other companies do you have?

4. What do you think is necessary to improve your school?

5. Are the lectures given by Japanese companies helpful?

6. What do you think Japanese companies can do to support your students in a sustainable way? _____

- What do you want Japanese companies to do for your school in the future?

- Does what Japanese companies provide meet your needs

- Do you have anything in particular that you expect Japanese companies to do for your school?

Finally, if you have any comments to Japanese companies in Thailand please tell me na kha,

Appendix B: Questions to Students

Student Name: _____ Age: _____

1. Personal Question

- Where are you from? _____
- What grade are you in? _____ -
- Which faculty do you belong to? _____
- How old are you? _____ -
- How do you know this school? _____ -
- What made you decide on this school? _____ -

2. Are you satisfied with curricula of school?

3. Do you know how Japanese companies contribute to your school?

4. Are the lectures given by Japanese companies helpful?

5. How do you like Japanese companies?

6. <Career Plan >

- In the future, what do you want to be?

- Do you want to work at Japanese companies with the skills which you learn at your school? If so, which company?

- If not, why?

7. <Image of Japanese companies>

- What kind of image of Japanese companies do you have?

- Did your image of Japanese companies changed after you entered the school?

If changes, how? _____

8. What do you want Japanese companies to do in the future?

9. If Japanese company supports you, what do you want them to do?

Finally, If you have any comments to Japanese companies in Thailand please tell me.

Appendix C: Questions to Panasonic Thailand <English Version>

Name _____ Position _____

I. <Personal Question>

- 1) How many years do you work at Thai Panasonic? _____
- 2) How many times have you been to the school? _____

II. <Thai Panasonic Profile>

- 1) How many employees are there in ThaiPanasonic?

Thai _____ Japanese _____

<The number of post students from the school, Present _____ Total _____

- 2) What are the principles of Thai Panasonic in terms of CSR and philanthropic activities?

- 3) How much is the budget for philanthropic activities?

(And how has it changed? Will it increased or decreased?)

- 4) Are there any Japanese staffs who are engaged in philanthropic activities?

- 5) How are the philanthropic activities by Thai Panasonic related to ones its mother company?

III. <Philanthropic Activities in Thailand by Thai Panasonic>

- 1) When does Thai Panasonic start Philanthropic activities?

- 2) What philanthropic activities does Thai Panasonic do?

- 3) Which fields does Thai Panasonic focus on in terms of philanthropic activities?

- 4) How Thai Panasonic weigh the philanthropic activities at the school?

- 5) How Thai Panasonic train the employees who are engaged in philanthropic activities?

- 6) Does Thai Panasonic have any department which is in charge of philanthropic activities?

- 7) Does Thai Panasonic study the philanthropic activities by other companies?

- 8) Do you associate with someone with other companies who are in charge of philanthropic activities?

- 9) Are the employees aware of philanthropic activities by Thai Panasonic? If so, how does the company increase employees' awareness of philanthropic activities?

IV. <Support to the Redemptorist vocational school>

- 1) How did Panasonic know the school?

- 2) When Panasonic started helping the school?

- 3) What kind of supports does Thai Panasonic do to the school?

- 4) Will the support for the school continue for long?

- 5) How will the support be? Will it be enhanced, shrunk, or remain as it is in the future?

- 6) How does Panasonic decide on what it does to contribute to the school?

- 7) How are these philanthropic activities evaluated in Panasonic?

- 8) What do you want the headquarters to do concerning philanthropic activities of Thai Panasonic at the school as well as in Thailand?

- 9) Do you share information on philanthropic activities in the whole group?

10) Other companies also support this school. Do you know someone to do it? Do you know something about what they do?

11) Why does not Panasonic disclose the philanthropic activities at the school?

If it does so, it will improve the image of Panasonic.

Does Panasonic have any plan to disclose the philanthropic activities at the school?

12) How do the volunteers from Thai Panasonic help the school?

Do they teach what the teachers with the school can not teach in class?

a) Now Panasonic holds free lectures semi-annually and on each occasion lecturers stay for two days. On the other hand the school wants the lecturers to stay much longer and to give more chances to take such free classes. Is it possible for Panasonic to extend the term for seminars or offering teaching?

- b) Thai Panasonic employs some students from the school. How do you evaluate them?
Do you have any quotas on the disabled in employment?
- c) Comparing to other vocational school, is the equipment of the school enough the students to gain skills of electronics in order to get a job?

Appendix D: Questions to Panasonic Thailand (Thai Version)

ชื่อ-สกุล _____ ตำแหน่ง _____

V. <ข้อมูลส่วนบุคคล>

- 3) คุณทำงานกับบริษัทไทยพานาโซนิคมาเป็นระยะเวลาที่ปี _____
- 4) คุณได้เข้าร่วมโครงการกิจกรรมเพื่อสังคมของบริษัทไทยพานาโซนิคโดยให้การอบรมที่โรงเรียนอาชีวะพระมหาไถ่ พัทยา เป็นจำนวนทั้งหมดกี่ครั้ง _____

VI. <ข้อมูลเกี่ยวกับบริษัทไทยพานาโซนิค>

- 6) จำนวนพนักงานทั้งหมดในบริษัทไทยพานาโซนิค

พนักงานชาวไทย _____ คน พนักงานชาวญี่ปุ่น _____ คน

<จำนวนพนักงานทั้งหมดที่จบจากโรงเรียนอาชีวพระมหาไถ่ พัทยา ที่ยังทำงานกับบริษัทในขณะนี้ มีจำนวนกี่

คน _____ จำนวนพนักงานทั้งหมดตั้งแต่เริ่มโครงการที่จบจากโรงเรียนอาชีวพระมหาไถ่ มีจำนวนกี่

คน _____

- 7) บริษัทไทยพานาโซนิคมีนโยบายในการจัดการส่งเสริมกิจกรรมเพื่อสังคมและ CSR อย่างไร

- 8) บริษัทมีงบประมาณให้กับกิจกรรมเพื่อสังคมเป็นจำนวนเงินประมาณเท่าไร

(ในปัจจุบัน มีการปรับเปลี่ยนงบประมาณสำหรับกิจกรรมเพื่อสังคมจากที่ผ่านมาในอดีตอย่างไร และคุณคาดว่า

บริษัทจะปรับเพิ่มงบประมาณ หรือลดงบประมาณส่วนนี้)

- 9) ในการจัดกิจกรรมเพื่อสังคมของบริษัท พนักงานชาวญี่ปุ่นมีส่วนร่วมในการจัดหรือไม่

- 10) กิจกรรมเพื่อสังคมของบริษัทไทยพานาโซนิคมีความสอดคล้องกับกิจกรรมพัฒนาสังคมของบริษัทแม่ในประเทศ

ญี่ปุ่นอย่างไร

VII. <ข้อมูลเกี่ยวกับกิจกรรมเพื่อสังคมของบริษัทไทยพานาโซนิค>

10) บริษัทไทยพานาโซนิกได้เริ่มจัดโครงการกิจกรรมเพื่อสังคมครั้งแรกเมื่อใด

11) กิจกรรมเพื่อสังคมที่บริษัทไทยพานาโซนิกจัดคืออะไร

12) บริษัทไทยพานาโซนิกได้ให้ความสำคัญกับกิจกรรมเพื่อสังคมในด้านใดบ้าง

13) บริษัทไทยพานาโซนิกได้ให้ความสำคัญกับกิจกรรมเพื่อสังคมในด้านการศึกษาที่ร่วมจัดกับโรงเรียนอาชีวะพระ

มหาไถ่ พัทยา มากเพียงใด เมื่อเทียบกับกิจกรรมเพื่อสังคมในด้านอื่น คิดเป็นกี่เปอร์เซ็นต์

14) บริษัทไทยพานาโซนิกฝึกอบรมพนักงานที่เข้าร่วมกิจกรรมพัฒนาสังคมอย่างไร

15) บริษัทไทยพานาโซนิกมีแผนกที่รับผิดชอบด้านกิจกรรมเพื่อสังคมโดยเฉพาะหรือไม่

16) บริษัทไทยพานาโซนิกได้มีการศึกษาการจัดกิจกรรมเพื่อสังคมจากบริษัทอื่นหรือไม่

17) คุณรู้จักคนที่รับผิดชอบจัดกิจกรรมเพื่อสังคมของบริษัทอื่นบ้างหรือไม่

18) พนักงานของบริษัทไทยพานาโซนิคทุกคนรับทราบการดำเนินการจัดกิจกรรมเพื่อสังคมของบริษัทหรือไม่ ถ้า

ทราบ ทางบริษัทได้จัดกิจกรรมใดเพื่อส่งเสริมให้พนักงานเห็นความสำคัญของกิจกรรมเพื่อสังคมมากขึ้นหรือไม่
อย่างไร

VIII. <ข้อมูลเกี่ยวกับการสนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยา>

13) บริษัทไทยพานาโซนิคได้ทราบข้อมูลเกี่ยวกับโรงเรียนอาชีวะพระมหาไถ่ พัทยาได้อย่างไร

14) บริษัทไทยพานาโซนิคได้เริ่มให้การสนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยาตั้งแต่เมื่อใด

15) บริษัทไทยพานาโซนิคได้ให้การสนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยาอย่างไรบ้าง

16) บริษัทไทยพานาโซนิคคาดว่าจะให้การสนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยาต่อไปถึงเมื่อใด

17) การสนับสนุนที่บริษัทไทยพานาโซนิคให้จะมีการเปลี่ยนแปลงโดยสนับสนุนมากขึ้นหรือน้อยลงหรือไม่ อย่างไร
หรือจะให้การสนับสนุนเช่นเดียวกันกับในปัจจุบัน โดยไม่มีการเปลี่ยนแปลงแต่อย่างใด

18) บริษัทไทยพานาโซนิคมีหลักการตัดสินใจเลือกกิจกรรมที่ใช้สนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยา อย่างไร

19) บริษัทไทยพานาโซนิคมีการประเมินผลกิจกรรมเพื่อสังคมเหล่านี้หรือไม่

20) คุณคาดหวังให้บริษัทแม่ในประเทศญี่ปุ่นดำเนินการสนับสนุนกิจกรรมเพื่อสังคมของบริษัทไทยพานาโซนิคอย่างไร

21) บริษัทไทยพานาโซนิคได้แบ่งปันข้อมูลเกี่ยวกับกิจกรรมเพื่อสังคมของบริษัทให้บริษัทในเครือทั้งหมดรับทราบหรือไม่

22) บริษัทอื่นก็ได้ให้การสนับสนุนโรงเรียนอาชีวะพระมหาไถ่ พัทยาเช่นกัน คุณรู้จักผู้รับผิดชอบเรื่องนี้จากบริษัทอื่นหรือไม่ ถ้าทราบ บริษัทอื่นได้ให้การสนับสนุนโรงเรียนนี้หรือไม่

23) เพราะเหตุใดบริษัทไทยพานาโซนิคจึงไม่เปิดเผยให้สาธารณชนรับทราบข้อมูลเกี่ยวกับโครงการนี้

ทางบริษัทมีโครงการจะเปิดตัวกิจกรรมนี้ให้สาธารณชนรับทราบหรือไม่ อย่างไร

24) พนักงานจากบริษัทไทยพานาโซนิคได้ให้การสนับสนุนทางโรงเรียนอย่างไร

พนักงานจากบริษัทได้ให้การอบรมในเรื่องใดที่นอกเหนือจากการจัดการเรียนการสอนทั่วไปของโรงเรียนหรือไม่

d) ในปัจจุบันทางบริษัทไทยพานาโซนิคได้ให้การอบรมทุกๆครั้งปี โดยจัดการอบรมครั้งละสองวัน จากข้อมูลที่ได้

จากโรงเรียน พบว่าทางโรงเรียนต้องการให้ทางบริษัทเพิ่มระยะเวลาในการอบรมแต่ละครั้ง คุณคิดว่าบริษัทไทย

พานาโซนิคจะสามารถดำเนินการตามที่โรงเรียนขอร้องมาได้หรือไม่

e) บริษัทไทยพานาโซนิคได้รับนักเรียนที่จบจากโรงเรียนนี้เข้าทำงานในบริษัทจำนวนหนึ่ง ทางบริษัทมีวิธี

คัดเลือกรับเข้าทำงานอย่างไร และบริษัทได้ให้โควตารับนักเรียนที่จบจากโรงเรียนนี้ไว้เป็นพิเศษหรือไม่ ถ้า

ใช่ ให้โควตาไว้ประมาณกี่คนต่อปี

BIOGRAPHY

Ayako Sawauchi was born in Tokyo, Japan in 1984. In 2007, she obtained her Bachelor's degree of Law and Politics from the Department of International and Comparative Law of Rikkyo University, in Tokyo, Japan. She majored in international law. She has worked at the United Nations in Japan as an internship student. She was an exchange student at the faculty of Education of Chulalongkorn University for one year, and engaged in volunteer activities.

In 2007, she enrolled in the Master program in Southeast Asian Studies at Chulalongkorn University, Thailand. She has worked at a business management office as an assistant researcher in Thailand.