



**THAILAND PUBLIC AND PRIVATE PARTNERSHIP
IN HUMANITARIAN RELIEF CASE STUDY OF
PROCTER AND GAMBLE (THAILAND) LTD.**

BY

MISS SIVINEE PINTHONG

**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION
PROGRAM IN STRATEGIC MANAGEMENT
FACULTY OF COMMERCE AND ACCOUNTANCY
THAMMASAT UNIVERSITY
ACADEMIC YEAR 2015
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ENTITLED

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was approved as partial fulfillment of the requirements for
the degree of Master of Business Administration

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ABSTRACT

The engagement of private sector in humanitarian relief is increasing, along with the increasing number of disasters across the world. To have effective and efficient relief, the coordination among actors becomes the key important area for study. The propose of this Individual Study is to provide the framework and document the lesson learned of humanitarian relief for future reapplication. This is based on the experience of P&G Children's Safe Drinking Water execution during 2011 flooding in Thailand. Using the methodology of case study, the real life experiences are gathered by the semi-structure interview. Findings provide the clear supply chain mapping in each phase of humanitarian relief, including identified actors, relationship among actors, and the coordination mechanism. Finally, the article states the proposal for future reapplication to have success execution of humanitarian relief in Thailand as well as the benefit and value to stakeholders in Humanitarian Relief.

Keywords: humanitarian logistics, humanitarian relief, disaster response, disaster recovery, public-private partnership, Thailand flooding

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CHAPTER 1

INTRODUCTION

The number of disaster has been increasing and mostly caused by nature such as earthquakes, cyclones, tsunamis, and flooding. This significant disasters include, massive tsunami in 2004 with estimated 230,000 people died across 14 countries, Hurricane Katrina in 2005, following with Nargis Cyclone in Myanmar in 2008 and the earthquake in Haiti in 2010, respectively. 42 million life years were lost between 1980 and 2012, in internationally reported disasters each year (GAR 2015), across low and middle-income countries, representing a serious setback to social and economic development. In estimate, annual economic losses from disasters are US\$250 billion to US\$300 billion in average.

Expanding of economy and industrial, Global warming is in worse situation, driving the expected temperature increasing at 1.1-6.4 degree Celsius during 2001-2100 (IPCC 2014). Through changing temperatures, precipitation and sea levels, amongst other factors, global climate change is already modifying hazard levels and exacerbating disaster risks.

Apart from human life loss, future economics losses are estimated at US\$314 billion globally from future disaster (GAR 2015). The awareness in preventing and preparing for disaster has been increased across actors in society, including the Government, Companies, International organization as well as People (in business term, “Consumer”).

Thailand has experienced huge disaster and losses from tsunami in 2004, following again with the massive flooding in 2011. Flooding effected 13.6 million people and resulted in total 815 deaths. The World Bank has estimated US\$45.7 billion in economic damages and losses, driven by manufacturing and supply chain disruption due to flooding. Thailand actually is listed among 10 countries, which have the highest number of disasters (see Figure 1.1),

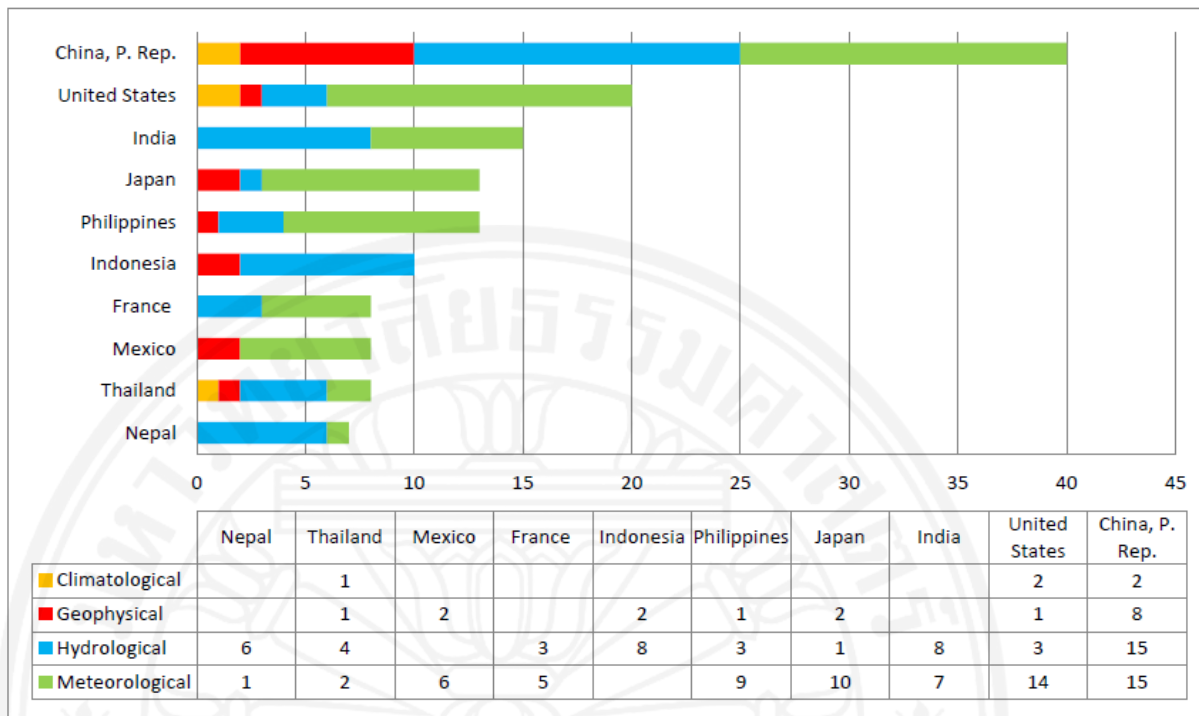


Figure 1.1 10 countries with the highest reported events in 2014 (ADSR 2014)

When disaster happens, the humanitarian relief is the key activities in minimizing the losses. Traditionally, government, NGO and the international organization i.e. IFRC play the major role in aiding effected people, while companies or private sectors support in financial or donations at the time of disaster. In recent years, the private sector has been changing to be more active in building long term relationship with other humanitarian relief actors. The engagement of business is expanding in size and scope in both voluntary and commercial way (Binder and Witte, 2007), not only post-disaster activities but also pre-disaster coordination (Balcik, Beamon et al., 2009). The change drivers in the private sector role include, the need to improve effectiveness humanitarian response and risk management, by leveraging private sector expertise (Hoxtell et al., 2015). Internally, the companies also make the humanitarian relief as their positive brand building and staff motivation (Binder and Witte, 2007).

To create the effective partnerships, recognition as well as taking advantage of each party strength is the key, as well as the goal articulation of each participants so that each player can truly judge on how beneficial of the partnership is (Thomas and Fritz, 2006). The partnership can bring the new technologies,

innovations, technical expertise and added capacities such as logistics, telecommunication, and cash transfer as well as being the social enterprise in support humanitarian need (Binder and Witte, 2007, Zyck and Kent, 2014). Several examples of private sectors actively engaged in humanitarian relief have been demonstrating (Jordan and McSwiggan, 2012). These engagement is far beyond the typical donation, but is in a wide range of partnership, including Preparedness (office Depot, Citi, Shell), Public-private partnership (Maryland Emergency Management Agency, Walmart), Logistics (UPS, FedEx), Food (Cargill), IT (Cisco, IBM, Google, Microsoft), Insurance (Allstate), Infrastructure (Degenkolb Engineers, Proteus On-Demand), Debris removal (Caterpillar, Ceres Environmental).

Procter and Gamble also have the commitment in helping to rebuild lives after disaster by providing the comforts of home that people need or have come to count on (pg.com). The company supports variety of programs, including employee volunteer and cash and in-kind donations. P&G major initiatives and partnership include Habitat for Humanity, Children's Safe Drinking Water (PUR™), Duracell Power Relief, and Tide Loads of Hope. Recently after the series of earthquakes and aftershocks in Nepal, P&G Disaster Relief team distributed "PUR™", the water purification packets to communities as well as monetary funds to relief organizations of Nepal.

With high potential benefit of having strong public-private partnership in Humanitarian relief, there is a need in develop a new way to define and specify relationships and contracts that support relief mission, similar to the commercial chain, where the mechanism is very clear and robust (Balcik, Beamon et al., 2009). Thailand, in particular, require an improvement in coordination and engagement with private sectors (Lacey-Hall, THINK Logistics 2013), by ensuring the clear structure and legal guidance around public-private partnership.

This Individual study (IS) is based on experience of Procter and Gamble (P&G Thailand) in humanitarian relief during 2011 Thailand Flood. The study aims to propose the framework and document the lesson learned of humanitarian relief for future reapplication.

CHAPTER 2

LITERATURE REVIEW

2.1 Disaster and Humanitarian Relief Chain

By the International Strategy for Disaster Reduction (UN ISDR), A disaster is defined as “A serious disruption of the functioning of society, posing a significant, widespread threat to human life, health, property or the environment, whether caused by accident, nature or human activity, and whether developing suddenly or as a result of complex, long-term processes.” Wassenhove et al. (2006) categorizes the disasters in Table 2.1 below.

Table 2.1

Categorizing Disaster

	Natural	Man-made
Sudden on-set	Earthquake	Terrorist Attack
	Hurricane	Coup d'état
Slow on-set	Famine	Political Crisis
	Drought	Refugee Crisis

Referring to “Humanitarian Logistics, Cross-Sector Corporation in Disaster Relief Management”, the disaster management has 4 phases, which are Mitigation, Preparation, Response, and Reconstruction.

1) The mitigation phase is referring to laws and mechanisms that reduce social vulnerability.

2) The preparation phase is referring to various operations, which occur before a disaster happens. It is the phase where physical network, information/communication system and the base of collaboration are developed. This is also

happened between disasters to reflect the learning and experience of past disaster management to apply in the new one.

3) The response phase is referring to the various operations that are instantly implemented after a disaster occurs. This includes 2 sub-phases, which are 1) Immediate-response and 2) Restore. This phase requires the attention in collaboration and coordination among actors, who is involved in humanitarian relief.

4) The reconstruction phase is referring to different operations after a disaster. It includes rehabilitation. This reconstruction phase has the objective to address the problem from a long-term perspective.

These 4 phases can be formed into the disaster management cycle as following.

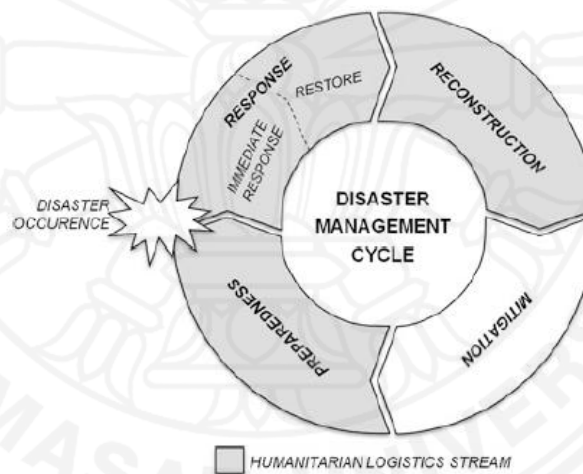


Figure 2.1 the Humanitarian Logistics Stream (Cozzolino, 2012)

The management of humanitarian relief involves different players, who may have a high degree of heterogeneity in terms of purposes, interests, culture, mandate, capacity, and logistics expertise (Balcik, Beamon et al., 2009). Key players can be grouped as following: governments, military, aid agencies, donors, non-governmental organizations (NGOs), and private sector companies, including logistics service providers (Kovács and Spens 2007; Kaatrud et al., 2003). The whole players and relationship among players can be defined as “Humanitarian Relationships Model”

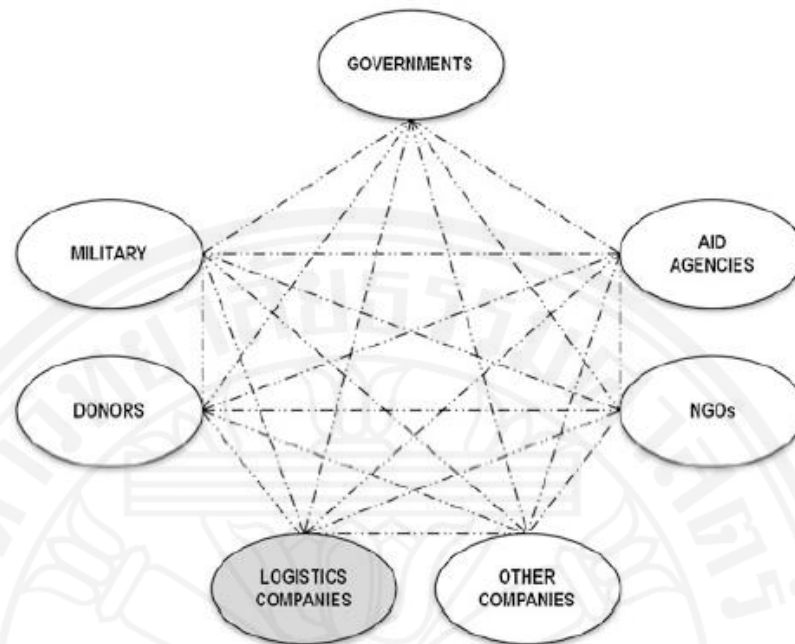


Figure 2.2 the Humanitarian Relationship Model (Cozzolino, 2012)

Each players in the Humanitarian relationship model can be described as following.

- Governments are the activators of humanitarian logistics stream after a disaster happens. They have the power to authorize operations and mobilize resources. Governments by definition can be host governments, neighboring country governments, and other country governments within the international community, Host government authorization is fundamental for the involvement of other countries with the international agreements, which host government has with other countries. For example, the agreements are Asia–Pacific Economic Cooperation and the European Union, North American Free Trade Agreement. Additionally, Host government is responsible to put in-place the protocol and take actions to reduce the disaster as part of mitigation phase.

- Military is the important actor in humanitarian relief. Soldiers are called to provide primary assistance, driven by its high planning and logistics capabilities.

- Aid agencies or Humanitarian organization are actors which governments are able to alleviate the suffering caused by disasters. The largest

agencies are global actors, for example the “World Food Program (WFP)”. Though there are also many small regional and country-specific aid agencies.

- Donors provide the bulk of funding for major relief activities, exclusively give financial means to fund aid operations. Recently it is found that individual donors, foundations and companies become important sources of funds for aid agencies.

- NGOs include the wide range of actors from the international players, such as CARE a major international humanitarian agency delivering emergency relief and long-term international development projects, to small organizations within local communities but are also able to operate at the international level. Some of these players are temporary, being created just to address one particular crisis.

- Companies (Logistics and Others) can play 3 roles in Humanitarian relief, including Donor, Collector and Provider. A company can support humanitarian logistics as Donor by giving financial contributions in cash to fund aid operations. As a collector, a company can fund aid operation by gathering financial support from customers, employees, and suppliers. A company, as a provider, can offer goods and services for free (in-kind donation) or as a consequence of a selling. In the humanitarian relationship model, when a company exclusively plays the role of donor and/or collector, it simply belongs to the donor category.

High number and diversities of actors can impact the coordination in humanitarian relief (Balcik, Beamon et al., 2009). The difference in actors includes motivation, mission, operating constraint, geographic, and culture and organization policy.

In this study, not only the actors in humanitarian relief are identified, the understanding in differences among actors also is addressed.

2.2 Coordination Mechanism and Partnership in Humanitarian Relief

Xu and Beamon (2006) defines the coordination mechanism as “a set of methods, used to manage interdependence between organizations”. Coordination can be described as the relationships and interactions among different actors operating within the relief environment (Balcik, Beamon et al., 2009). Two types of coordination are vertical and horizontal coordination. Vertical coordination is an extent which organization coordinates with upstream and downstream activities. Horizontal coordination is an extent which organization coordinates with other organizations on the same level within the chain. The time-based terms are also used for different situation, including strategic (long term), tactical (medium term), and operational (day-to-day).

The collaborative relationship in humanitarian relief can be classified based on types of actors involved (Balcik, Beamon et al., 2009).

- The first relationship is the coordination mechanism of relief community, which is the effort among international relief actors and between international relief actors and local relief actors.
- The second relationship is the coordination mechanism involving private sector companies. Coordination mechanism has 2 relationships including
 - Commercial relationships, where the companies sell their product or service to humanitarian relief operation. So, this involves monetary transaction of relief items, either product or service between relief organization and supplier.
 - Philanthropic relationships happens when the private sector collaborate with or support the humanitarian relief organization without profit making. This means, the private sector coordinate with the humanitarian relief chain in a ways beyond providing the commercial suppliers. This includes the donations as a short term engagement whenever there is a disaster, up until the strategic partner to provide company expertise and resource, for instance provide the relief logistics support.

Thomas and Fritz (2006) defines four partnerships types based on 1) the level of participation in humanitarian relief, either as philanthropic contributions (the provider of cash, goods, or services) or integrative partnerships (the full utilization of

core competencies of both organizations), and 2) the approach to humanitarian organization whether work directly and solely or pool other companies to join the effort. 4 partnership types are listed as below.

1) Single company philanthropic partnerships, which is the most straight forward way by giving material or money to the agencies directly.

2) Multi-company philanthropic partnerships, where the companies join together to provide supplies and services to agencies.

3) Single-company integrative partnerships, where the core competencies of company and aid agency are leveraged to deliver effective assistance.

4) Multi-company integrative partnerships, which is the most complex way to bring collective resources and the best practices of many companies to improve the disaster response capabilities for a whole range of agencies.

Similarly, Binder and Witte (2007) find the Business engagement can be one of three forms; 1) single company initiatives, where the program is implemented by a single company, often in response to a specific situation/crisis and frequently planned and executed by the CSR departments), 2) partnerships with traditional humanitarian actors, where bring corporations and traditional humanitarian actors such as the United Nations together in Humanitarian relief, 3) meta initiatives, involving companies and other actors to enhance coordination in humanitarian relief work and to share lessons learned.

Apart from coordination and partnership types, the word of “Public-Private Partnership (PPP)” is the frequent terminology in humanitarian relief study. For more understanding, Swanson and Smith (2013) summarize that the PPP is the mechanism, which bring both the expertise and financial resources of private partner that public sector does not have. PPP also help improving public in performance and cost effectiveness. Private sectors become involved in a PPP for disaster response for two reasons; to fulfill a government contract and to protect assets, customers, suppliers, or others in the disaster area. Seven different models of PPP are defined by Hoxtell et al. (2015). There are Subcontracting, Contracting, Resource mobilization partnerships, Implementation partnerships, Innovation partnerships, System coordination initiatives and Advocacy partnerships. This primarily addresses the private sector as a financial or in-kind donor towards humanitarian activities and

companies as strategic partners for humanitarian organizations in helping to implement humanitarian activities and better fulfil their mandates. The key challenges and concern in PPP is that private sector focus mainly on short-term, while public is more interested in long-term horizon, and this would need further verification.

Literature review provides the guidance to develop the proposed framework of humanitarian relief in Thailand. Based on P&G experience of Children's Safe Drinking Water or CSDW during 2011 Thailand flood, coordination structure and mechanism in each disaster phases are studied. Addressing the scope of Public-Private Partnership, this IS mainly focus on the supply chain mapping of humanitarian relief execution.

CHAPTER 3

METHODOLOGY

This Individual Study (IS) uses the methodology of Case study, which helps in gathering the real-life experiences and answering the research questions (Yin, 1994). The case study method meet the research objective in developing the framework and coordination mechanism, based on P&G experience in 2011 Thailand Flood. Common criticism on Case study methodology is that case study provides little basis for generalization (Yin, 1994) though Raju and Becker (2013) summarize that the case study is not to represent the world but more on represent the case itself. Knowledge developed from one case study cannot be generalized “through abstraction and loss of history and context” but may applicable to other situations through “conscious reflection on similarities and differences between contextual features and historical factors” Specifically, this case study of P&G Thailand in 2011 Thailand flood may represent the interesting findings and results, which other companies or P&G in other countries can learn and reapply.

Semi-structured interviews were conducted to gather data and held with P&G Thailand representatives, who mainly involved in 2011 Thailand flood. Open-ended questions were used to get the knowledge and experience from the interviewees. Global P&G protocol and other documents of CSDW program are reviewed to gain the additional data and information from Global P&G standpoint.

Following the suggestion of Mile and Huberman (1994), the conceptual framework is developed to visualize 1) Actors in humanitarian relief and 2) Relationship among actors. This drafted framework serves as the basis for data gathering through Semi-structured interviews and documentation reviews.

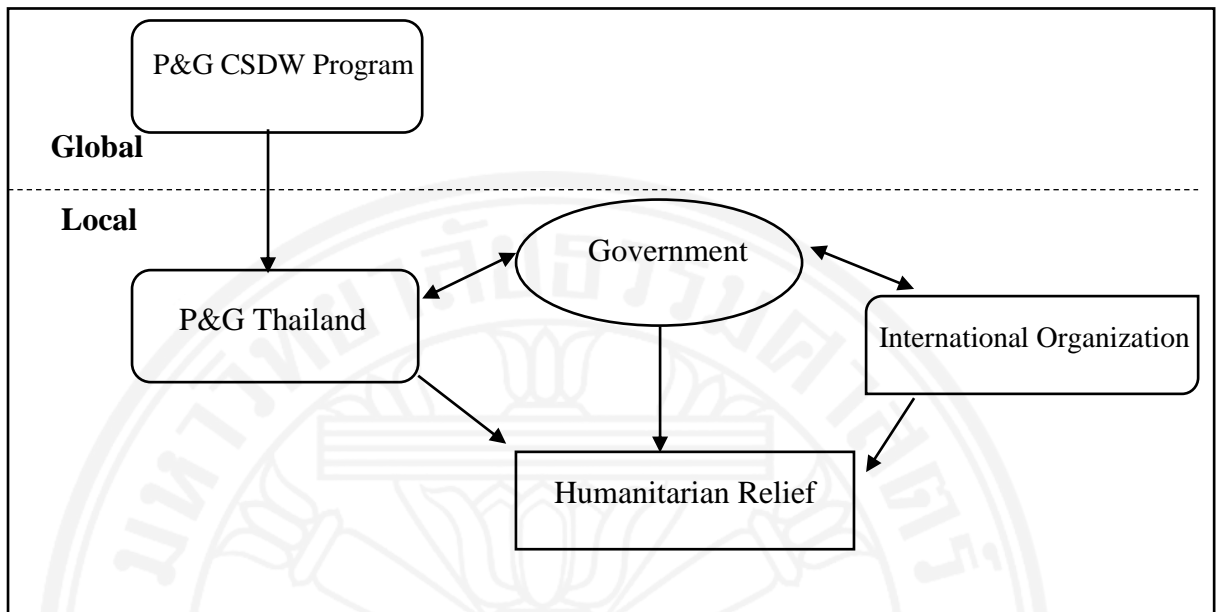


Figure 3.1 Draft framework of Public-Private partnership of P&G Thailand in Humanitarian relief

From the conceptual framework, initial case study questions are listed as following;

- 1) What is the coordination structure and actors?
- 2) How was the relationship established among actors?
- 3) How does the coordination mechanism work in each disaster phases?

CHAPTER 4

EMPIRICAL FINDINGS

Thailand Flood in 2011 is considered as the worst flooding in 50 years, affecting 13.6 million people. The qualitative findings that answer the research question are presented as 3 domain categories.

4.1 Coordination structure and actors of P&G CSDW execution in Thailand

All respondent from P&G representative indicated the main partnership of P&G Thailand in Humanitarian relief with Princess Pa Foundation, Thai Red Cross Society. Though other actors are found to play a key role in CSDW execution during 2011 Thailand flood.

The following framework visualizes the coordination structure and actors in each disaster phases.

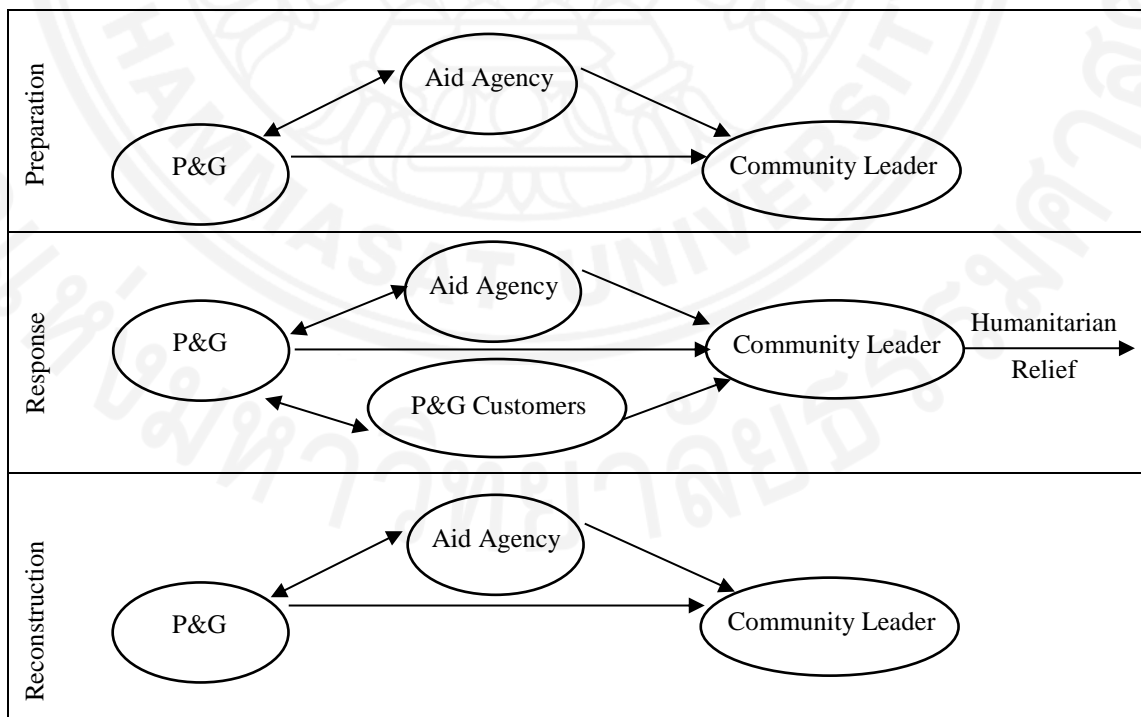


Figure 4.1 Framework of Public-Private partnership of P&G Thailand in Humanitarian relief

4.1.1 P&G as Provider for in-kind donation of PUR™

P&G Purified of Water, formerly known as PUR™ is a powder mixture, which able to remove phathogenisms and suspend dirt, allowing the purification of contaminated water into safe drinking water. PUR™ provide the way to purify water to people anywhere with a simple, convenient and affordable way. The water purification packet was developed in collaboration with the U.S. Centers for Disease Control and Prevention (CDC). 4g of PUR™ packet can treat 10litres (2.5 gallons) of water and this reduces the burdens of cost and transportation in distributing bottled water.



Figure 4.2 PUR™ Packet

4.1.2 Princess Pa Foundation as Aid agencies

Princess Pa Foundation, Thai Red Cross Society, is originated from the Voluntary Project of Princess Bajrakitiyabha, during the 1995 Bangkok flooding. During that period, many people get affected and did not get the distribution of relief effectively by Thai government and charity organizations. Princess Pa Foundation has the objective in supporting and complementing other actors in humanitarian relief actions for those who suffering from severe flood disaster. Princess Pa foundation is operated under Thai Red Cross Society, which is a major humanitarian organization (aid agencies) in Thailand, providing services as part of the International Red Cross and Red Crescent Movement.

4.1.3 Community Leaders

Working with Thai government, three provinces were identified as the high flood risk zones, which are Chiang Mai, Uotaradit and Nakornsrihammarat and the total population of 2,135,588. 100 community leaders in each high flood risk zones are identified and played a leader role in CDSW execution with coordination with P&G and Princess Pa Foundation in humanitarian relief. These community leaders are person, who live in the area and know the best where and when PUR™ Packet is needed. Community leaders play the critical roles in 1) store and distribute PUR™ packets and 2) train the right method to use PUR™ to villagers.

4.1.4 P&G Customers

These six Retailers are P&G Customers in Thailand, including Tesco, 7-11, Big-C, Tops, Foodland and the Mall group, who act as distributors of PUR™ Packet during 2011 Thailand Flood.

4.2 Relationship among actors of P&G CSDW execution in Thailand

4.2.1 P&G and Princess Pa Foundation

The respondent and document review indicate the philanthropic relationships, which P&G Thailand collaborate with humanitarian organization without profit making, by providing PUR™ packet to Princess Pa Foundation for disaster relief activities.

P&G Thailand leverages Princess Pa foundation, Thai Red Cross society core competency to access and distribute PUR™ to people who suffer from flooding. This is through major activities in Princess Pa foundation as following.

1) Reliefs for the Affected from Flood Disaster by

1.1) Establishing the local distribution of drinking water on a voluntary basis

1.2) Preparing and distributing fresh food

1.3) Distributing life support bags and survival kits

2) Set-up volunteers to visit and look after the weaker, for example, the elderly, the disable, small children, pregnant women and the sick until the situation is back to normal level.

In 2011 Thailand flood, 2.5 million packets of PUR™ are donated to Princess Pa Foundation for distribution in areas affected by the disaster. Moreover, P&G leads to give the knowledge and train volunteers of Princess Pa Foundation and Thai Red Cross on proper use of P&G water purification packets, which is the key strength of the company itself as the innovation owner.

4.2.2 P&G and Community Leader

P&G connects and establishes relationship with Community Leaders of high risk areas through Princess Pa foundation networking. Princess Pa foundation has led the humanitarian relief especially flooding since 1995, so Princess Pa foundation itself has the strong connection to the community leaders. Through this connection, P&G build relationship with community leaders by providing knowledge on how to use P&G water purification packets. P&G further leverage the expertise and credential of these community leaders, to lead local execution in 1) Store PUR™ Packet, 2) Distribute PUR™ Packet to villagers and 3) Train the right method to use PUR™ Packet as well as convince villagers the beneficial of PUR™ Packet.

4.2.3 P&G and Retailer companies

Six retailers are P&G key customers in Thailand. In normal situation, P&G has relationship with these retailers in commercial activities, where P&G sell the variety of products to retailers and these companies distribute and sell P&G product to consumers. The interaction is mainly between Customer Business Development team of P&G and procurement team as well as key leaders of retailer companies. On top of commercial relationship, P&G has worked with retailer companies to continuously improve the service level, supply chain as well as key promotion activities by leveraged core competencies and capabilities of P&G. And this brings the collective benefit for both P&G and retailer companies and lift up the relationship to be “Partnership level”

During 2011 Thailand flood, P&G leverage the partnership with retailer companies in engaging Tesco, 7-11, Big-C, Tops, Foodland and the Mall group through Corporate Social Responsibility (CSR) program, where both have the aim to help consumers who is effected by flooding. P&G leverages the retailer stores near flooding area, to store PUR™ Packet and be the distribution center of PUR™ Packet to people.

4.3 Coordination mechanism in each disaster phases of P&G CSDW execution in Thailand

Referring to Global PUR™ protocol and respondents from P&G Thailand representative, P&G CSDW is implemented throughout humanitarian relief chain, which are

- Pre-emergency Preparation (Preparation phase)
- Emergency Response (Response phase)
- Post-emergency Phase (Reconstruction phase)

Flow diagram in Figure 4.3-4.5 is developed to visualize the coordination mechanism among actors in each disaster phases.

4.3.1 Pre-emergency Preparation

Working with Thai government, three provinces were identified as the high flood risk zones, which are Chiang Mai, Uotaradit and Nakornsrihammarat and the total population of 2,135,588. The central storage at Red Cross and military was not used to store the PUR™ packets due to the much longer time to reach communities. Instead, P&G Thailand mainly donate PUR™ packets to Princess Pa foundation, so that the packet can be stored and distributed with a survival kit.

100 community leaders in each high flood risk zones are received training by the P&G Thailand communication leader and a representative from Princess Pa Foundation, Thai Red Cross society, approximately one month before floods are expected. One half-day workshop was held for community leaders at an already existing meeting, for example, public health meeting or religious gathering. Each community leader is responsible for 80 households in his/her village to 1) train the villagers, 2) follow up to ensure proper use, and 3) report Princess Pa Foundation on village demand for PUR™ packets. Community leaders also stored 10-20 cases (2400 - 4800 packets) at his/her home until distribution is needed.

It is observed that P&G do not actively engaged the retailer companies much in PUR™ packets program during the Pre-emergency preparation phase. There is no established contract for retailer companies to store PUR™ packets

at retailer stores in the high risk areas. Furthermore, no training or knowledge is provided to retailer companies, on how to use PUR™ packets. Although the specific engagement in PUR™ packets program does not happen, P&G continue to strengthen the partnership with the retailer companies through commercial and non-commercial activities such as collaborate with retailer companies to improve the overall responsiveness of supply chain. Additionally, P&G also keep those retailers informed in its CSR program, including Children's Safe Drinking Water through Medias, social media as well as direct interactions via meeting, workshop.

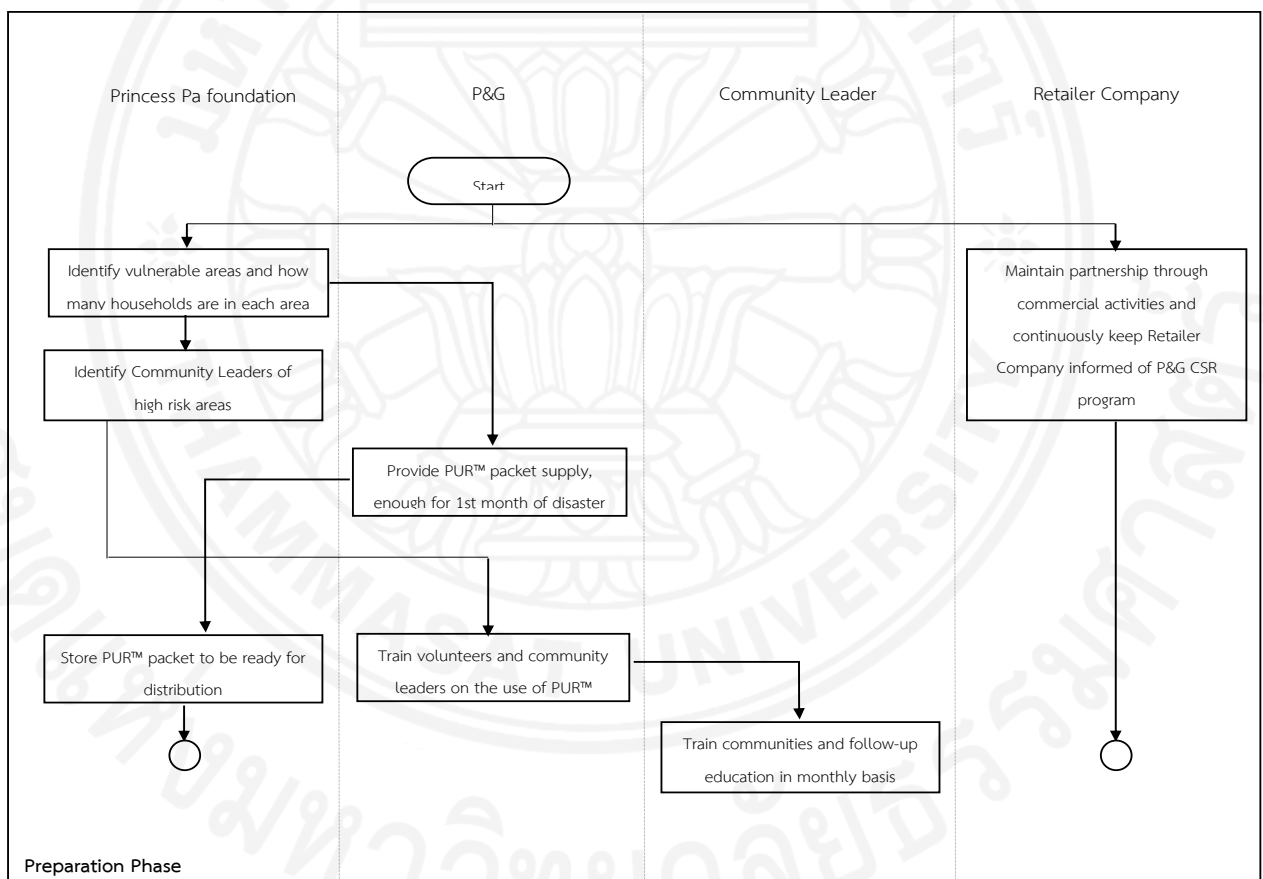


Figure 4.3 Coordination flow chart of P&G CSDW execution in Preparation phase

4.3.2 Emergency Response

2011 Thailand flood is the correct emergency situation to use PUR™ packets, chosen by P&G Thailand with the consideration of available water source, training capability and availability of materials (water bucket, cotton filter for example to make the clean water). Post the warning of flood emergency, PUR™

packets was distributed from the community leaders with attached Thai language instruction leaflet. Post the distribution, community leaders together with P&G communication leader and Princess Pa Foundation volunteers, follow up with households to ensure the appropriate use of PUR™.

Additionally from the established partnership with Thailand retailers collectively from commercial and non-commercial interaction, P&G representatives reached out the leaders of retailer companies with connection of Customer Business Development team, asking the engagement of retailers to help in flooding relief. Leveraging retailer core strength of having retail store across countries, 1 million packets were stored and distributed from Tesco, 7-11, Big-C, Tops, Foodland and The Mall group, which still operating in flooded areas.

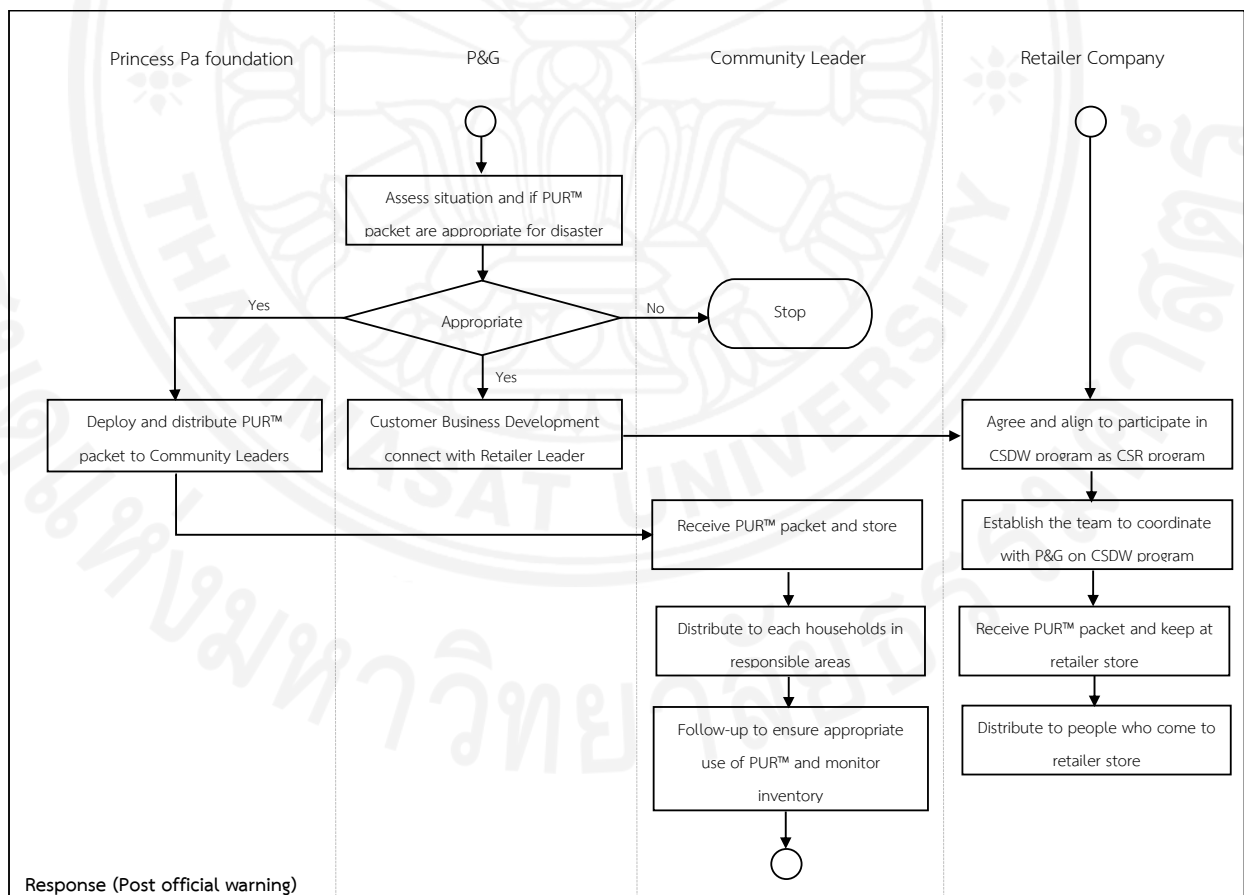


Figure 4.4 Coordination flow chart of P&G CSDW execution in Response phase

4.3.3 Post-emergency Phase

Post emergency, Princess Pa Foundation as the relief organization maintain the connection with community leaders to ensure the sufficient supply and the proper use of PUR packets by regular assessment, using the questionnaire for community follow-up. P&G continue to stay in-touch with Princess Pa Foundation to provide knowledge and training of PUR™ where needed.

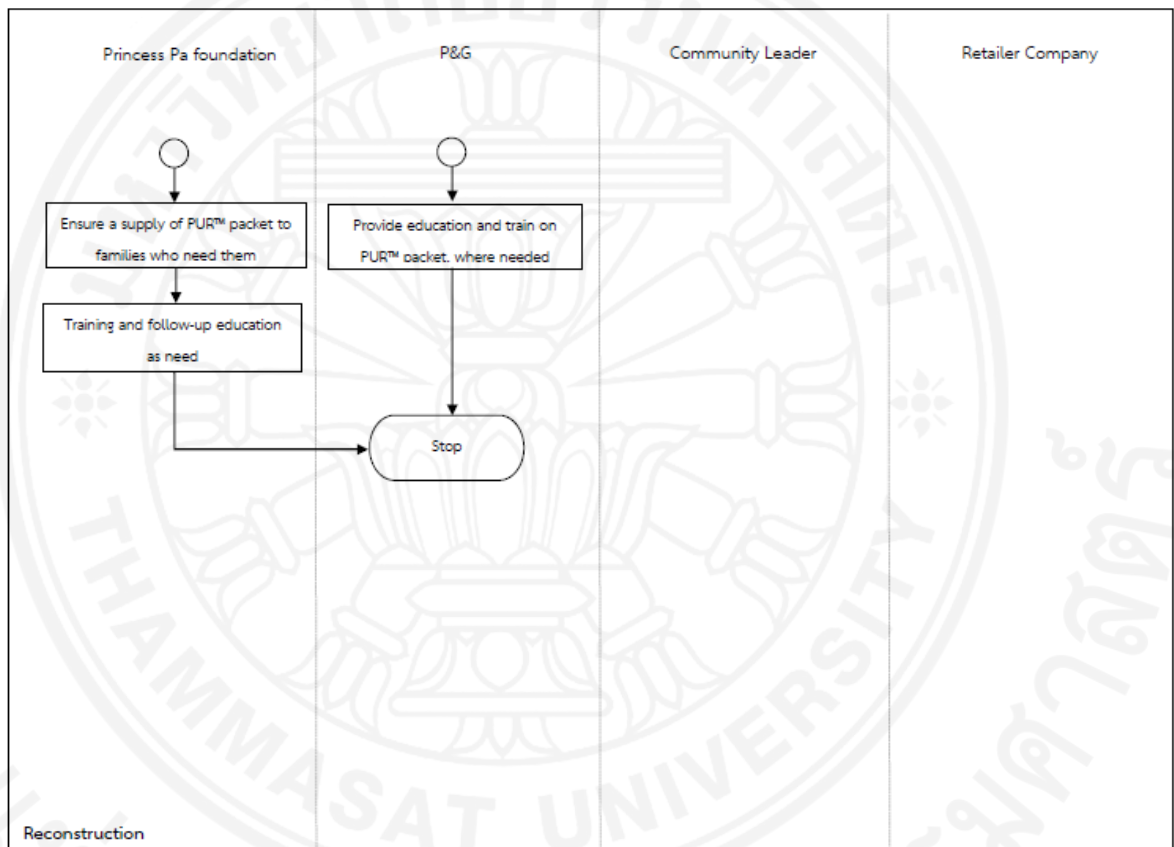


Figure 4.5 Coordination flow chart of P&G CSDW execution in Reconstruction phase

CHAPTER 5

CONCLUSION

This chapter aims to summarize the learning of humanitarian relief from case study of P&G in 2011 Thailand flooding.

5.1 Proposal for future reapplication to have success execution of humanitarian relief in Thailand

1) Establishing the relationship with Local Aid agency as the first step in humanitarian relief. As global company and operate in Thailand for only 25 years, setting up the relationship and working closely with well-known local aid agency enabler other required relationship for success humanitarian relief. Having been in the country for many years, Local Aid agency has strong network with local actors especially the community leaders in areas. The company can gain the connections once the relationship with local aid agency established. Specifically to in-kind donation, the company has to rely on local aid agency to distribute the product and execute the relief. Furthermore, the company is able to leverage the creditability of local aid agency for people in community to accept the relief from company.

2) Coordinate with all actors and leverage their strength throughout the phase of humanitarian relief. Not only when disaster start, the coordination of company with other actors in humanitarian relief should be in every phases, including preparation, response and reconstruction. The company should have a clear protocol and action plans of coordination in every phases of humanitarian relief. Good preparation can bring the effective and efficient response to the disaster. The structured coordination mechanism bring the fast response when disaster start and last but not least, reconstruction support those who still need the relief as well as company is able to maintain relationship with all actors for future execution, if there is.

3) Partnership with stakeholders of company can result in benefit beyond commercial and financial. Company should have a goal in developing relationship with its supplier and/or its customers and seek to leverage core strength

of each other in achieving the mutual benefit, either commercial or company reputation.

4) Ensure all related actors trust the product and understand how to use it properly. In particular of in-kind donation of company's product, the training and product usage demonstration is important and critical for success execution. Training should be provided to all related actors from volunteers to the people in disaster area, on product performance and how to use, ensuring the right usage in disaster.

5.2 Benefit and Value for stakeholders in Humanitarian relief

The coordination among actors is not only bringing more effectiveness and efficiency in humanitarian relief execution, but it is also giving the benefit and value to stakeholders, who either directly or indirectly involve in the relief. From this case study, it concludes following captive value to stakeholders as following

1) People in the disaster area to get and receive the relief product with good quality, sufficient amount, and shorter lead time for them to survive in the disaster situation.

2) Private company to gain more of company and brand awareness. This then results in the increasing number of consumers, more sales and ultimately more sustainable profit, which is connected strongly to the company strategy and goal. Additionally, engaging its employees in humanitarian relief activities can bring a sense of proud in company as well as increase the morale of employee.

3) Shareholders of private company to realize the benefit from more profits the company can make, as well as higher brand and company value.

5.3 Suggestion for Future research

Further research can be done in the area of partnership among private companies in Thailand in Humanitarian relief. It is observed that, each private companies in Thailand have own humanitarian relief program under its Corporate Social Relation (CSR) though it is solely executed by one company. Learning from P&G partnership with its customer, it is interested to study and develop the framework of how multiple complies work together in humanitarian relief for Preparation, Response and Reconstruction phase. The understanding of this networking would enable more effective and efficient relief when the disaster happened in Thailand.

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