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Business Model and Strategy
: A Case Study Analysis of TikTok

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ABSTRACT

Objective: This paper proposes TikTok's business model and strategy as a case study analysis.

Method: This article was reviewed using systematic literature. The scholarly publications from EBSCO, Google Scholar, Scopus, Web of Science, and ScienceDirect provided more material and data. English peer-reviewed studies were included. The researcher assessed search results, gathered data, and set study quality to summarise and present findings.

Result: Creating engaging TikTok marketing material for a small business is crucial. Understanding the platform's younger users and their content preferences is vital. TikTok Marketing Tips are 1) define the purpose and branded content, 2) create loyal TikTok influencer partnerships, 3) understand TikTok trends, 4) understand short-form video engagement, 5) video analytics speak volumes and 6) make entertaining videos.

Conclusion: Brands may reach millions of users with challenges since hashtags are discoverable. The Creator Marketplace on TikTok lets marketers establish marketing campaigns, view influencer stats, and interact with top influencers. Authentic content, challenges, influencer marketing, and TikTok commercials can boost sales and brand recognition.

Recommendation & Implication: Interviews or online surveys may be used in future studies to provide more explanations and definitive results. Digital marketing can help managers understand and develop TikTok in the digital age.

Keywords: *TikTok, Digital Marketing, Strategy, Business Model, Case Study*

INTRODUCTION

The "digital boom" brought on by the COVID-19 pandemic after surpassing the one billion user milestone. Hence, analysing the business model and strategies that manage and succeed in the growth is essential (Siripipatthanakul, 2021, a; Siripipatthanakul, 2021, b). TikTok is currently the fastest-growing social media platform in the world, and the rise it has experienced is extraordinary in internet history. Additionally, TikTok has an incredible growth rate, making it stand out from the competition. The network added 340 million new active members annually between 2018 and 2022.

Company Background

History

The Chinese company "ByteDance" owns the short-form video hosting service TikTok, also known as Douyin in China. It features a wide range of short-form user videos, ranging from 15 seconds to ten minutes, such as pranks, stunts, tricks, jokes, dancing, and entertainment. Douyin, which debuted in the Chinese market in September 2016, has an international counterpart in TikTok. Outside of mainland China, TikTok was first released in most regions in 2017 for iOS and Android. However, when it merged with another Chinese social media platform on August 2, 2018, it was made available globally.
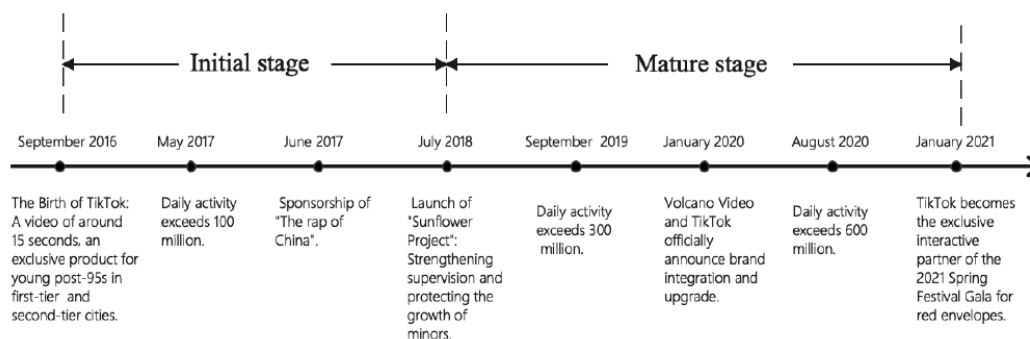
Source: Atlantis Press International (2021)

TikTok is a well-known social media app that enables users to create, view, and share movies taken using mobile devices or webcams. The App is notable for its highly engaging user

base and addictive nature, from its personalised feeds of amusing short videos set to music and sound effects. Company mission is to inspire creativity and bring joy

Popular Application

Currently, TikTok's download volume and users are growing exponentially. According to official data released by TikTok, TikTok has been available for download in 39 languages in more than 150 countries worldwide.

The Top 10 Downloaded Apps in 2022

Rank	App	Category
1	TikTok	Entertainment
2	Instagram	Photo and video
3	Facebook	Social networking
4	WhatsApp	Messaging
5	Shopee	Shopping
6	Telegram	Messaging
7	Snapchat	Photo and video
8	Messenger	Messaging
9	CapCut	Photo and video
10	Spotify	Music

Source: Visual Capital List (2022)
https://www.visualcapitalist.com/top-downloaded-apps-2022/

In addition, TikTok is also the highest-grossing non-game App, based on Q1 2022 revenue from the App Store and Google Play. The video-sharing platform was the top-grossing App on the App Store.

The Top 10 Highest-Grossing Apps in 2022

Rank	App	Category
1	TikTok	Entertainment
2	YouTube	Photo and video
3	Disney+	Entertainment
4	Google One	Productivity
5	Tinder	Lifestyle
6	Piccoma	Books
7	Tencent Video	Entertainment
8	iQIYI	Entertainment
9	HBO Max	Entertainment
10	LINE Manga	Entertainment

Source: Visual Capital List (2022)
https://www.visualcapitalist.com/top-downloaded-apps-2022/

Financial Term

The company grossed $80 million from in-app purchases globally, according to a 2019 industry. In Q1 2019, user spending reached an estimated $189 million globally—222% more than the App grossed during the same period last year. That amount ballooned to more than $2.3 billion in 2021, helped partly by the COVID-19 pandemic, which increased social media usage amid lockdowns and other restrictions. As of June 2022, TikTok has earned an estimated $5.5 billion in total lifetime revenue.

Literature Review

SWOT Analysis

The SWOT analysis was introduced in 1971 by Harvard professor Kennet Andrews in his "Concept of Corporate Strategy." Heinz Weihrich of the University of San Francisco later improved this analysis by introducing the SWOT matrix. It can help assess the external, industry, and the internal environment with its development strategy through SWOT analysis and makes suggestions for its future development.

Source: CFI (2022)
https://corporatefinanceinstitute.com/resources/management/swot-analysis/

Porter's Five Forces Model

In the 1980s, Michael Porter established the Five Forces model, which is used to analyse the industry and business strategy. The Five Forces refer to the Threat of new entrants, competitive rivalry, the Bargaining power of suppliers and buyers, and the Threat of substitutes. This model would combine with the characteristics of a mobile short video to analyse the competition and cooperative interaction between market forces and industry players when TikTok is at its start-up.
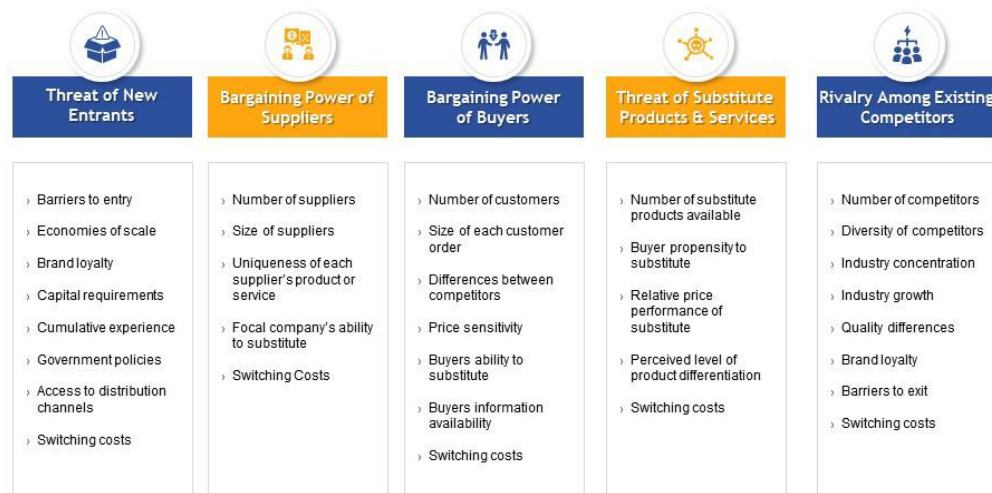
Source: WallStreetPrep (2022)

Business Model Analysis

The business model is a system of transactions designed to identify opportunities and create value in a changing market environment, consisting of three main elements: transaction content, transaction structure, and transaction governance. In addition, value theory highly summarises a business model's components as the value proposition, the value creation, the value capture, and the delivery system (Richardson, 2008). Moreover, an exact business model can cope with the uncertainties start-ups face. The design of a business model is not only relevant to the creation of a company but also crucial to gaining a competitive advantage and further growth. Against increased competition and changing market demand, TikTok faces various pressures, turning external pressure into internal innovation. Therefore, this Business Model tool is used to analyse how TikTok has adapted its business model at multiple stages to facilitate its growth.

Strategic Analysis

Table 1. SWOT Matrix of TikTok

Strengths (S)	1. Having more young users with the power to spend 2. Very convenient App 3. The content is very active/a lot of activities 4. Community Feeling and characteristic 5. High market share/Many users 6. Advanced artificial intelligence, algorithms, and technologies
Weaknesses (W)	1. Short videos inevitably need to consider the form of realisation 2. Lack of product quality guarantee 3. No protection about video patented 4. Insufficient video audit
Opportunities (O)	1. The transformation of the 5G era to better mobile devices performance 2. Having more artificial intelligence technology and big data for the analysis of user preference 3. The arrival of a visual culture 4. The inclination of image-based content 5. Relaxation time trend
Threats (T)	1. There are currently hundreds of short video apps that create highly competitive 2. Information security risks exist 3. Network censorship is difficult

According to the SWOT analysis, it can deep-dive analysis of TikTok's future strategy as below.

1. Enhancing R&D Capabilities and Refining User Position

The competition in the short-video industry is fierce, so enhancing user stickiness is an important goal for the future. So, TikTok should focus on improving its R&D capabilities, pushing more accurate content through algorithms, refining users precisely and further expanding new customer groups founded on retaining existing ones.

2. Strictly Controlling the Quality and Optimising Video Content

Quality is a core cornerstone of the long-term development of an enterprise. In addition, the quality of content that meets the standard is a crucial criterion for users to judge a platform. However, TikTok should strengthen video content auditing and optimise video content. For bringing entertainment to users, it should also evoke their positive attitudes. Furthermore, live streaming with goods can help TikTok attract traffic and increase cash flow. However, if the progress is not good, it may cause the loss of users. If TikTok wants to grow its live-streaming Business, it should be strict about the quality so that users think the goods are "worth buying".

3. Expanding the User Base

Nowadays, the elderly groups are reaching and using more smartphones, so TikTok can take this opportunity to attract the elderly by offering a video on health and disease prevention.

4. Optimising Product Details

TikTok would like to grow in the live-streaming Business then it should be strict about the quality so that the user will think that the goods are "worth buying".

Five Forces of TikTok

1. The Threat of New Entrants

The traffic application of the short video industry has peaked. In addition, the Internet giants are still actively laying out. The pattern stabilises, with Tik Tok and Kuaishou being the only two. In the list of the top 20 short video apps with monthly active users, six short video APPs of ByteDance are listed (Kaye et al., 2020). However, from another perspective, if the tool attributes a brief.

2. Bargaining Power of Suppliers

Short-form video platforms must have high-quality content to draw users, and these video producers serve as their suppliers. The business model of the medium (TikTok) and the content providers (original video creators) are interdependent, and there is mutual interest play between them. For TikTok, having high-quality content is its main competitive advantage in the short video market. TikTok prefers to be managed centrally as a result. The more channels there are for distributing content, in the opinion of video creators, the more opportunities there will be for them to be seen. They believe the risk of using just one platform is too significant. They favour producing videos simultaneously across various platforms. However, the venue (TikTok) continued to develop business platforms in 2016 to ratchet up its voice. On the other hand, the platform side of TikTok briefly held the position as it expanded its content through subsidies. As a result, content providers had little bargaining power over suppliers.

3. Bargaining Power of Buyers

TikTok's primary customers are users, advertisers, and movie studios. Users can buy value-added services like premium animated stickers and filters, built-in paid features, and built-in paid features. Advertisers primarily promote TikTok ads to increase exposure. To promote their work, movie and television studios upload clips to TikTok. So, TikTok does not have a strong position of bargaining power.

4. Threat of Substitutes

The contents provided by Weibo and TikTok are both young and fragmented. In addition, Weibo focuses more on generating a hotspot and spreading breaking news, while TikTok focuses more on creation.

5. Competitive Rivalry

Kuaishou is a competitor of Tik Tok, the leading product in the short video sector, and its power should not be understated. Kuaishou, in contrast, has a more extended history, more pronounced characteristics for bringing goods, and a more significant capacity to make money on the platform. TikTok should consider how to optimise best and improve the differentiation advantage from now on while still assisting users in making money. Additionally, Tik Tok's social features are still far behind those of powerful social media platforms like Tencent, WeChat and Sina Weibo. The market response for Tik Tok's parent company ByteDance's FeiChat (a genuine social product) and Duoshuo (a small video social APP for friends) was below expectations (Ma & Hu, 2021). The crowd tags will become less effective once high-quality videos are allowed to join the OK recommendation pool. Users in all categories will be given more exposure, enabling them to swipe to such videos (Klug et al., 2021)

Business Model and Business Strategies

TikTok's Business Model

Source: Apptunix (2022)
https://www.apptunix.com/blog/tiktok-business-model/

The value proposition initially has several components. First and foremost, TikTok is a simple-to-use platform that offers users a place to find happiness from entertaining video content at a meagre cost to create and enjoy what they need. For instance, users can watch the video they desire after physically and financially registering. Additionally, users can pay a small sum to accomplish their goals if they are inclined to share their videos with others. In addition to providing users with entertainment, TikTok also offers a unique platform that combines almost all the benefits of well-known social networks. TikTok offers users a channel to make new friends and broaden their social network by clicking the "LIKE" button or leaving comments. Due to having extensive musical intellectual property rights, aside from what we discussed above. TikTok offers a great selection of music and filter templates, giving creators many options when producing a video that becomes a viral hit.

Regarding technical assistance, the powerful algorithm-equipped recommendation system allows users to meet three needs (fame-seeking, self-expression and social recognition, respectively). In addition to live streaming and creating video challenges, TikTok's main features include a personalised recommendation system called "For You Feed" and a hot topic tag challenge. The copyrights to music and songs make up a portion of the critical resources, along with human resources, advertising campaigns, and technology supplies like algorithms. Partners play a crucial role whenever the business canvas model is discussed. Regarding TikTok, it has a distant view of time for its partners. Fashion, beauty, travel, food, and other industries are included in this version. TikTok includes famous people and influencers from other social media platforms on its partner list.

TikTok wants to establish a long-lasting, steady, and interactive relationship with its users on a more personal level. We welcome your feedback and ideas regarding TikTok's various features. While the gender ratio is unlikely to be determined, this application is open to the general public, especially mid and late-adolescence (age between 15 and 24). TikTok gets attached to new customers by advertising and collaborating with celebrities and other social media sites. For instance, Instagram (Haenlein & Anadol, 2022).

The cost is broken down into three categories: platform upkeep, marketing, and human resources, which includes employee pay and training costs. In addition, TikTok's primary expense is purchasing the copyright for music and songs. The most critical TikTok monetisation strategy includes homepage and in-feed advertising when building the revenue model. Additionally, TikTok generates revenue from live stream rewards and event marketing.

METHODOLOGY

Narrative synthesis evaluates related literature and synthesises findings from several investigations, using words and language to describe the results (Limna, Kraiwanit, & Siripipatthanakul, 2023). Purposive sampling selects the best sample. Qualitative research uses this approach. To learn more (Sitthipon et al., 2022). The qualitative content analysis begins with texts. To summarise actual results from a lot of text (Jaipong et al., 2022). Qualitative content analysis usually begins by organising and summarising a lot of text (Siripipatthanakul et al., 2022; Jaipong et al., 2023). Thus, they used content analysis to analyse data from a systematic documentary review. ScienceDirect, PubMed, Google Scholar, Scopus, and Web of Science provided English-language, peer-reviewed publications for data gathering and analysis. Data was collected and analysed from November 15, 2022, to January 5, 2023.

RESULTS

TikTok's Business Model

Like all social media platforms, TikTok primarily makes money from advertising. The following is a list of the various ad formats that advertisers on TikTok use.:

• TikTok In-Feed Ads: Users scroll through the "For You Page," which is full of content that has been specially tailored for them and is presented with short video advertisements known as "in-feed ads." Like Instagram Stories, these commercials seamlessly meld into the TikTok feed.

• TikTok Brand Takeover Ads: As suggested by the App's name, as soon as users open it, TikTok Brand Takeover ads fill the entire screen. Advertisers hope to boost sales by showing these ads to those who want to see them.

• Top Views on TikTok: TikTok Top View Ads behave similarly to TikTok Brand Takeover ads in that they do not immediately fill users' screens after logging in; instead, they appear three seconds later in the first In-feed post. These sound- and auto-playing 60-second full-screen commercials increase brand exposure.

• TikTok Branded Hashtag Ads: Users are prompted to create videos of themselves dancing or acting in any other way that promotes a particular product through Branded Hashtags advertisements, which are displayed on the discovery page. After making these funny videos, users upload them with a predetermined marketing hashtag. Branded hashtag advertisements are a hip format that raises awareness and makes it a fun activity.

Ecommerce Offerings

Another way for TikTok users and the platform to make money is through virtual coins. In addition, TikTokers with at least 1,000 followers can receive virtual gifts by streaming a live video. Viewers who like what they see can reward them by sending virtual gifts to show appreciation. However, each gift costs coins, which users must purchase through the App with real money. Then they can send gifts to the content creators they adore using these transactions.

TikTok's Business Strategy

Source: Apptunix (2022)
https://www.apptunix.com/blog/tiktok-business-model/

TikTok's business model's track record of success has significantly impacted the business world. Many business owners and entrepreneurs were astonished by the idea of combining video sharing, video sharing, and music into one mobile application.

The successful business strategy as below:

1. Star Promotion

Like other general promotions, this one uses the star effect to attract more users due to the star's popularity (Geyser, 2021). Additionally, most of the videos that celebrities upload to TikTok are live videos, encouraging more of their fans to download the App. For instance, Jackson Wang, a well-known star. Fans will download the video and follow Jackson Wang if he uses the App and posts a video there while they aren't using TikTok. Additionally, when celebrities recommend TikTok, many fans will purchase it, aiding TikTok's indirect financial success. Further, it increases user usage.

2. Content

TikTok has undergone more thorough testing than any other platform, making it safe and beneficial. For instance, because they lack the maturity to control their speech fully, minors

under 18 are not permitted to broadcast live. To obtain more qualifications, each user must authenticate. The authorities will take down brief videos containing offensive language or inappropriate clothing. It makes all users comfortable using this platform for entertainment and relaxation.

3. Video Diversification

The TikTok short videos are filled with a lot of information. Because of this, the platform draws users. TikTok gradually changed from being a platform for personal videos to a variety. Social, communication, e-commerce, and other concepts are included. As a result, practically any question can now be posted on TikTok. Even some national news is available. Young people will learn about it through the TikTok video platform if they are not good at watching TV or reading newspaper news. Real-time communication is presented in a manner that appeals to young people. Publishers will pair appropriate music with important news segments and highlight these segments with special video effects, which has caught the attention of many users. The availability of such a wide variety of videos draws in more viewers.

4. Originator Protection

TikTok has an appropriate originator protection mechanism, such as a video creator producing a stunning video. A great video requires hundreds, thousands, or even thousands of ideas. Consequently, each person's idea is distinctive (SendPulse Blog, 2021). When TikTok discovers videos that contain plagiarism, they promptly remove them to protect everyone's hard work. Also, take extreme action against the account. Such a practice has received much praise for protecting the original works and providing additional protection. Since copycats are like pirates and TikTok protects the original and stops this from happening, this awareness should be spread to many different areas. Of course, the originator protection feature can also draw more creators to the platform. Since the originator protection mechanism offers a measure of security for video creators and essentially protects their ideas, it may also attract more creators to the TikTok platform. More users will use the software as a result.

5. Accurately grasp audience psychology through data analysis

TikTok is more appealing to users because of its solid analytics foundation. In the most typical case, when a user, like baking, TikTok's analytics will recommend a collection of videos with a baking theme. Additionally, most videos are about baking, which appeals to user preferences and increases their appeal. Nowadays, people tend to read texts that are getting shorter and shorter and appear fragmented. The "short" features align with how the public reads now, wherever they are and at any time. The audience will automatically move on to the next video after watching one. To avoid the stress of waiting, they can change the video at any time if

they are not happy with the content. The TikTok video's daily life content also heightens the audience's psychological sense of proximity. According to the short video content, which the audience recognises and appreciates, it can mimic and create something new. Because TikTok suggests various types of videos based on each user's preferences, the platform is customised for each user. Additionally, it allows TikTok to adjust to users. Each user's favourite video content is delivered to increase user usage and level of love to accept more user groups (CBN data, 2021).

6. Advertising marketing investment

TikTok's popularity has grown thanks to marketing and advertising. The advertisement for the variety show "China has hip hop" frequently features "Tik Tok," which increases its exposure on the one hand and increases the number of users who vibrate on the other because viewers are aware of the vibrating APP. Additionally, "Tik Tok" has distributed a significant amount of advertisements in various variety shows like "Star Detective," resulting in stars like Bai Jingting and Lu Han recording videos on the program, combining the star effect and advertising marketing. Additionally, it increased the intensity of advertising and inserted advertisements during the pre-film advertising period. It is definite that "Tik Tok" invested a significant amount of time and money into marketing to consumers, which resulted in a rapid rise in consumer awareness of the "Tik Tok" brand (Jiani, 2017).

7. Internet Celebrities

TikTok is also well-liked because of how populist the platform is. Many people are well-known "The TikTok channel of online celebrities (TikTok for Business, 2021). It ranges from commoners to "Tik Tok is an easy way for internet celebrities to become famous. People can gain many fans if they have compelling themes, original ideas, or talent, which has led to the recruitment of many talented individuals to TikTok. Because it is a rare app that can turn regular people into online celebrities, it has drawn more users. Many "Internet celebrities" were born on TikTok. A good illustration is provided. Zhang Xinyao is Zhang Xinyao, an "Internet celebrity." He was once a regular boy who enjoyed dancing, but TikTok allowed him to share his dancing with the world and win a lot of fans. Additionally, it enabled him to accomplish a lot.

8. Expanse the international route

Today's Headline APP purchased the musical short video platform. Recently, the Business wholly updated its brand strategy, adopted an international approach and increased its user base by enlisting partners on a global scale. The "Tik Tok" international version of the APP is known as the "TikTok" APP, and it has been well-received in Southeast Asian nations like Japan, Korea, and Thailand. It focuses on developing the Southeast Asian, Japanese, and South Korean markets. It describes how the internationalisation strategy adopted by vibrating can widen its market and boost its user base.

Problems Identified

1. Increase advertising

Since becoming a worldwide phenomenon, TikTok has experienced some issues. Numerous users reported that advertising had increased (Geyser, 2021). For instance, advertisements are removed when users watch videos for an extended period. Nowadays, an advertisement follows almost every video. Even the videos of "Internet celebrities" contain a lot of ads. This situation impacts the user's mood. According to official TikTok metrics, users are consequently spending less time online. As a result, the growth of advertising also hurts TikTok's development.

2. Content is less innovative than before

If the user gives the video a thumbs up and pays attention, the user-generated short video content on achieved precise marketing push can be extracted. A similar video will gain popularity, but it will limit its ability to innovate over time. Additionally, many viewers of similar videos will cause aesthetic fatigue, sharply decreasing the point of interest and significantly dropping user numbers.

CONCLUSIONS

Strong Artificial Intelligence Technology

1) Algorithms and technology

Today's top product in the headline succession is the "Tik Tok" app. Today's headlines tag user-published content as a tag using a powerful algorithm technology. After the user launches the vibrating App., the home page will slide open to reveal the video, which is simple to use. The vibrating App. can precisely assess the user's preferences based on the user's preferred video type and the dwell time of a particular video. It can then provide the user with brief video content of the preferred tag type to increase user frequency (Jaini, 2017).

2) "Dance Dancer" feature

One of the factors contributing to "Tik Tok's" explosive growth is its strategic positioning to introduce the "Dance Dancer" feature after the young man. The "human key point detection technology," which is ultimately based on intelligent algorithm technology supported by AI, is the primary method by which users can play the dance machine on their smartphones. The popularity of "TikTok" users has increased since the "Dance Dance Machine" was released, and more people are downloading it.

Meeting the Needs of Users

1) Meet the users' media needs

The "Use and Satisfaction" study treats viewers as unique people with particular "needs" and interprets their media consumption as "using" media based on specific demand motives, thereby "satisfying" those needs (Gaojie, 2018). Users can use vibration to satisfy their media needs for leisure, social interaction, self-expression, economic gain, and care (Wei, 2015).

2) Remove any uncertainty in the information

The information must be used to reduce uncertainty because doing otherwise could result in people not understanding what is being said. There is a message in every dynamic in the brief video. The number of information increases with the number of dynamics. While scanning the short video content dynamically, the user can understand the strange things and, to some extent, eliminate the information.

IMPLICATIONS AND RECOMMENDATIONS

For a small business, TikTok marketing must be engaging. It's crucial to understand the platform's younger users' content choices. TikTok Marketing Tips include 1) establishing the objective and branded content, 2) creating loyal TikTok influencer alliances, 3) grasping TikTok trends, 4) understanding short-form video engagement, 5) video analytics speak volumes, and 6) making engaging videos. Hashtags may reach millions of users for brands. Marketers may create campaigns, check influencer metrics, and interact with top influencers on TikTok's Creator Marketplace. Sales and brand recognition can increase with authentic content, challenges, influencer marketing, and TikTok ads. Future studies may include interviews or online questionnaires to provide more explanations and definitive results. Managers may learn about and improve TikTok using digital marketing.

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Goodness Bank, Volunteer Bank, and Time Bank
in the Digital Age

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ABSTRACT

Objective: This study aimed to evaluate the literature on good-deed, goodness bank, volunteer bank, and time bank in the digital age.

Method: A narrative synthesis was employed. The data was analyzed using the documentary method and content analysis via systematic review. NVivo, a qualitative data analysis software, was also used for interpretation and analysis.

Result: The good and virtues are important pillars of society. It is the ideal in which everyone benefits and is happy, with no harm, devastation, or exploitation of one another. Goodness bank, volunteer bank, and time bank are only examples of ways to perform good-deed. Moreover, in the digital age, there are several digital platforms to join these banks, such as Jit Arsa at www.jitarsabank.com, where people can join as volunteers to help their society. When groups of people volunteer to help one another, it benefits society as a whole.

Recommendation: It is crucial that governments, administrations, and organizations support any community that wishes to perform good-deed, which are not only desirable qualities to drive the community and society, but also benefit Thai society overall. Also, a social credit score system is an enticing system to implement in order to keep track of good deeds.

Keywords: *Goodness Bank, Volunteer Bank, Time Bank, Social Credit, Digital Age*

INTRODUCTION

Every religion teaches people to be good people (Bansong, 2021). Faith, knowledge, deed, and morals serve as guides for mankind as a servant in determining the path of life in this world and the next. Action is central to integrity. Faith is an acknowledgement by heart, verbalization, and action. Through teaching, science can help someone gain a better understanding of something. Deed means goodness, and it is referred to as good deeds in Islam. Good deeds are the result of one's faith. Morals are interpreted as a behavior, but this behavior must be consistent and not limited to good deeds (Chalim, 2019). Good deeds have been employed as instruments to propel society toward prosperity and fulfillment (Viphanphong, Pattanachaidecha, & Kraiwanit, 2022). Definitions of what good deed exactly is differ widely. A good deed is an action done for the sake of God's satisfaction, with no materialistic purpose or expectation of reward, and it leads to mental development and spiritual revolution on the other side. In addition, it is an action that is introduced as obligatory or recommended in religious expression. In moral and mystical terms, a good deed is an action by which a mystic can achieve esteem. Thus, a good deed is a qualified action that leads to spiritual development, moral growth, and a closer relationship with God in all aspects (Monagheb, Mirdamadi, & Tahmasbi, 2015).

Thai society is based on shared values and a culture of generosity. In times of crisis when people in society face common problems, such as disasters, health threats, or the occurrence of unrest, Thais will come out to help each other. According to the 1st National Moral Promotion Master Plan (2016-2021), the government also has a policy to promote the four main virtues of sufficiency, discipline, honesty, and volunteer spirit to build good people into society. At the moment, various departments and the community are collaborating to develop activities that promote good volunteering in a more systematic way and societal innovation, such as the good bank model, both in and out of school, in a university or community that accepts monetary and material donations while also working to assist others. There is a passbook record - withdraw the good deeds card and accumulate time and provide rewards or assistance in exchange for members (Thai Time Bank, 2020). The word "bank" in general context, people would think of depositing money and receiving a return in the form of interest. However, for a bank of volunteer, a bank of goodness, and a bank of time, the growing interest is not in the form of money, but rather in the joy in the hearts of both givers and receivers (BLA Happy Life, 2020; TISCO Wealth, 2021). This study evaluates the literature on a bank of goodness, a bank of volunteer, and a bank of time.

LITERATURE REVIEW

There is a strong connection between a good deed and faith. Good deeds include all admired actions, such as personal relaxation and commitment to social rights, and are described by two behavioral and bodily fundamentals. A good deed to faith is like a trunk and a branch to a root, each of which affects the other, the existence of which leads to the completion of another, and the vulnerability of one leads to the vulnerability of another. Some examples of good deeds are introduced, such as praying, being friendly with the prophet family, benefiting parents, recommending right, repentance, patience, and lawful income (Monagheb, Mirdamadi, & Tahmasbi, 2015). Moreover, performing good deeds, assisting others, or developing social responsibility can be accomplished in a variety of ways, such as

contributing to help based on their own abilities and aptitudes. As a result, it is crucial to collaborate in communities, agencies, organizations, and sectors to create opportunities, create a space for people of all groups in society to do good deeds, and appreciate and encourage those who do good on a regular basis (Thai Time Bank, 2020).

Goodness Bank

Goodness is the root cause of happiness for all humans and ethnic groups. The ultimate goal of all life on this planet is to live in peace. Achieving goals to produce and create as many good people as possible is the first step in creating a peaceful life and society (Bansong, 2021). Establishing a goodness bank demonstrates to everyone that goodness exists (Sungrugsa, Yeunyoungsuwan, & Lakananulak, 2018). Furthermore, the establishment of the goodness bank is a process of driving development morality or goodness to persist or return to play a role in creating a well-being society, which in Thailand, is based on the sufficiency economy philosophy in terms of morality (Sungrugsa & Unaromleart, 2012). The establishment of a host-client network, collaboration of all sectors, shared goals, workforce division based on supplementary job interests of community members, a familial system to support the operation, collaborative and creative learning of the community, vision, leadership recognition, community self-management, and public consciousness are all approaches to good bank development. The goodness bank model was named "GOODNESS Model," which is an acronym for its components: G stands for Goal to Success, O stands for Organizing and Management, O stands for Operation, D stands for Differentiation, N stands for Network Building, E stands for Ethics, S stands for Self-Management, and S stands for Sustainability. In order to effectively use the GOODNESS model, it is vital to develop a strategic plan and action plan to concretely develop a bank of goodness management, including identifying the issue and details of good bank activities in each area, and so on (Sungrugsa, Yeunyoungsuwan, & Lakananulak, 2018).

There are several banks of goodness in Thailand. Nong Sarai Sub-district, Phanom Thuan District, Kanchanaburi Province is considered to be a model of a community with community banks or community financial institutions to aid in self-sufficiency and the reduction of informal debt. When a member requires funds, there is a low-interest source of funds available. What's more, a member can use his or her own "good deeds" as collateral for loans. A group of farming enterprises also encourage farmers to use modern technology to assist farming, such as using drones to fly and spray bio-insecticides and weather forecasters to help reduce production costs (Thai Post, 2018). Moreover, according to Phrarajpunyaporn et al. (2012), Wat Srimulmaung established the bank of goodness in Huangom Sub-District, Phan, Chiang Rai, through the work unit known as "The Sub-District Training Unit of the People." The establishment of the bank of goodness is from two perspectives: 1) to prevent bad things, emphasizing the development of people with good qualities and the ability to live a happy life, and 2) to develop the process for the goodness movement by applying Buddhist principles in terms of goodness scores. The main goal is to spread Buddhism, strengthen the goodness and virtues of society, and so on. Having a bank of goodness helps people in the community live happily and become a learning society. The benefit of having a high goodness score can be exchanged for goods. Moreover, Muangkasem (2015) concluded that knowledge management for the bank of goodness in Tambon Hua-Ngom, community participation to strengthen the bank of good operation. Giving and sharing were used to

encourage positive behavior in the community. Giving and sharing to the poor to alleviate adversity and inequality in society, including the success of the operation in strengthening and resolving the working group and bank of goodness associate network to help each other as relatives. The level of community participation is very high. Participation, love, unity, improved quality of life, abstinence from alcohol, increased generosity, and health are all tangible results of the bank of goodness's operations.

Volunteer Bank

In the Pali language, the word "Asa" means "hope." Every human being has a good-deed in their hearts and desires to do good things, to be loved, and to have self-worth or to find meaning in their own lives, and one way to achieve that kind of happiness is to do something for others. As a result, many people want to participate in volunteer work. with the hope and belief that his or her "time" and "wisdom" will bring about change and benefit society (TISCO Wealth, 2021). Volunteer Bank is a non-profit organization supported by the Office of the Health Promotion Foundation and the Thai Red Cross Society. Their mission is to create a support system and motivate volunteers to raise people's consciousness and hearts through three main missions: Time Bank, Orientation and Training, and Volunteer Relationship Management (Civil Society Empowerment Institute, n.d.).

ธนาคารจิตอาสา
ปันเวลา แชร์ความสุข

Figure 1. Logo of Jit Arsa Bank (JitArsaBank, n.d.)

Volunteer Bank is a place where anyone can express their desire to give back to society. These are the times when the will of the Thai people serves as capital and security for the entire country. It demonstrates that volunteerism is a value held by Thai society (JitArsaBank, n.d.). Volunteer Bank, or Jit Arsa Bank in Thai, is a meeting place for volunteer organizations and volunteers who share the same goal of doing good for society and the world. There is a Matching Online platform that connects the two groups to meet each other based on their aptitudes and interests at the appropriate time. Since the Volunteer Banking Platform's inception, there have been people who are interested in and participate in volunteering on a regular basis. As of October 10, 2021, Volunteer Bank currently has 112,953 volunteers in the system, with a total time deposit of 8,587,262 hours and over 3,711 volunteer jobs available (TISCO Wealth, 2021). Evidently, these days, volunteer banks are widely known in Thailand and play an important role in Thai society (Kongkaew, 2022).

The COVID-19 epidemic, which has caused worldwide unhappiness as well as Volunteer Bank, had an unavoidable impact. Volunteering used to entail physically meeting

people and taking action. It was more difficult as a result of the COVID-19 pandemic. In order to support people, volunteer organizations must think creatively. At the same time, new volunteer work groups formed in response to critical situations, such as the Sen Dai Volunteer Group, who believed that a job requiring knowledge and skills in many areas, including communication knowledge, such as conversational aesthetics or dialogue, would be successful, because part of the volunteer thread's work is driven by listening to the voices and needs of those who are suffering. Some of the Sen Dai members were able to take lessons thanks to the volunteer bank and its network (TISCO Wealth, 2021).

Time Bank

Edgar Cahn, an American law professor and social justice advocate, coined and trademarked the term "Time Bank" in the 1980s. Cahn promoted Time Banking as a means of community self-help and filling a gap in public social services at a time when the Reagan administration was pushing for cuts in social program spending. Cahn outlined five key principles for time banking in his book No More Throw-Away People. They are as follows: 1) We Are All Assets: Everyone has something to contribute, 2) Redefining Work: Values all work, including unpaid and care work, 3) Reciprocity: Assisting each other in developing strong relationships and community trust, 4) Social Networks: Belonging to a social network gives our lives more meaning, and 5) Respect: Respect is the foundation of a healthy and loving community, and it is at the heart of democracy. Time banking has been used in various communities at various times over the years, usually for relatively short periods before being discontinued (Cahn, 2000; Investopedia, 2022).

Core Principles for Time Banking

We Are All Assets
Everyone has something to contribute

Redefining Work
Rewards all work, including unpaid and care work

Reciprocity
Helping each other build strong relationships and community trust

Social Networks
Belonging to a social network gives our lives more meaning

Respect
Respect is the basis for a healthy and loving community and lies at the heart of democracy

Figure 2. Core Principles for Time Banking (Cahn, 2000)

A time bank is an activity that encourages communities to care for one another by exchanging skills, experiences, basic services, and time. As if members were saving money in a bank account, when they need assistance, they can withdraw it at any time. A time bank occurs when member networks agree that skills and experiences will be shared as a basic service based on the premise that everyone has equal time. This will result in the formation of a strong social network to care for one another (Thai Time Bank, 2020). A time bank is a location where members share their free time with one another. Each hour given is converted into a time credit, which can then be used to borrow an hour from another member. Time banking is similar to volunteering, but less formal. People only give and receive time when they are doing something they enjoy. This two-way process is critical because everyone can give and receive (Pembrokeshire, n.d.). A time bank will lead to social equality because the golden rule of time banking is that every hour of action has the same value. The contributions of the one-hour event will each receive one point (Chancharoen & Hongkrailert, 2020).

According to the Foundation of Thai Gerontology Research and Development Institute and Institute for Population and Social Research of Mahidol University (2017), Thailand has entered an aging society since 2005. In 2016, one-third of the elderly had incomes below the poverty line, and the proportion of children decreased, resulting in the elderly having to live alone, as well as in a state of dependence, approximately 400,00 people, which will increase to 1.3 million people in the next 20 years, with dementia cases increasing to 1.4 million people (Prasartkul, 2017). As a result of the effects of changing the population base, many countries, including Thailand, are preparing in various fields to adopt the concept of a bank of time. In Thailand, there are 47 time bank projects, with 34.0 percent in the North Region, 29.8 percent in the Central Region, 12.8 percent in the Eastern Region, 19.1 percent in the Northeastern Region, and 2.1 percent in the South and Bangkok (Chancharoen & Hongkrailert, 2020). For instance, a time bank with 50 members exists in Chom Phu Subdistrict, Saraphi District, Chiang Mai Province. Another, with 60 members, is in Khao Krok Pamar, Phu Khao Thaung Subdistrict, Mueang District, Nakhon Sawan Province. These time banks have collaborated as learning centers and mentors to extend the results of time bank establishment to areas with different community contexts, both areas of operation, culture, traditions, beliefs, and diverse contexts (Thai Time Bank, 2020).

Social Credit

People may be familiar with credit scores, which are used by financial institutions to determine which loans and credit cards you are eligible to apply for based on how responsible you are with your hard-earned money. However, a new scoring system being tested in China and currently being considered in Europe is receiving far less attention, despite the fact that it may eventually become an integral part of people's daily lives (ABC Finance, 2020). The social credit system is a well-known social management program in China. According to the most recent iteration's planning document, its inherent requirements are establishing the idea of a sincerity culture, and promoting honesty and traditional virtues, it uses encouragement for trustworthiness and constraints against untrustworthiness as incentive mechanisms, and its goal is raising the sincerity consciousness and credit levels of the entire society. In other words, the social credit system is framed as a set of mechanisms that provide rewards or

punishments as feedback to actors based not only on the legality, but also on the morality of their actions, and it encompasses economic, social, and political behavior (Creemers, 2018).

Social credit system is a combination of government and business surveillance that assigns citizens a "score" that can limit individuals' ability to take actions based on their behaviors, such as purchasing plane tickets, acquiring property, or taking out loans. The potential scope of the under construction soft social credit system is enormous. Companies that can track an individual's activities and reward him or her for compliant behavior may also use their powers to block transactions, add surcharges, or restrict his or her use of products (Tate, 2021). Thimthong and Kraiwanit (2021) investigated the relationship between demographics and social trust scores in Thailand, as well as the relationship between cognitive level and Thailand's social trust score system. The government sector should educate the public about the social trust score system in order to familiarize them with the system and prepare them for any problems that may arise. This could result in the system's successful implementation. Furthermore, the government was advised to use artificial intelligence (AI) technology to improve data processing, use fair criteria for scoring, and reward those who do good deeds while punishing those who do wrong or bad deeds in order to promote morality among the population.

METHODOLOGY

This systematic review used a narrative synthesis. Narrative synthesis is the process of conducting a systematic review and synthesis of findings from multiple studies that heavily rely on words and text to summarize and explain the synthesis's findings (Limna et al., 2022). The qualitative research method consists of four major research steps: research design, data collection, data analysis, and report writing. Content analysis is a qualitative method for systematically and objectively describing specific phenomena using verbal, visual, or written data to draw valid conclusions, and it also is a versatile method of data analysis that can be used to conduct qualitative systematic reviews (Siripipatthanakul et al., 2022). Moreover, qualitative systematic reviewers seeking to generate knowledge and theory are encouraged to adapt or modify content analysis methods to accommodate data that is, by definition, highly structured and contextualized (Limna, Kraiwanit, & Siripipatthanakul, 2022). Thus, a qualitative – content analysis was employed. NVivo, a qualitative data analysis software, was also used for interpretation and analysis. In addition, secondary data was collected by collecting information on concepts, theories, primary data, and related literature with goodness bank, volunteer bank, and time bank in the digital age from online sources such as official documents, academic articles, and related websites, etc. To search the database, the researchers identified keywords: "good-deed," "perform good-deed," "goodness," "volunteer," "time bank," "goodness bank," "volunteer bank," "social credit," and "social credit score." The data were reviewed between September and November, 2022.

RESULT

Good deeds, assisting others, and developing social responsibility can all be accomplished in a variety of ways, such as contributing to help based on one's own abilities and aptitudes. Thus, it is critical to work together in communities, agencies, organizations, and sectors to create opportunities, provide a space for people from all walks of life to do

good deeds, and recognize and encourage those who do good on a regular basis. A bank of goodness, a bank of volunteer, and a bank of time are examples of ways to do good-deed. There are several digital platforms to join these banks in the digital age, such as Jit Arsa at www.jitarsabank.com, where people can join as volunteers to help their society. Also, a social credit score is an intriguing system to implement in order to keep track of good deeds.

NVivo Analysis

The interpretation and analysis were based on NVivo. The following images depict word frequency query – word cloud, and text search – word tree.

Figure 3. Word Frequency Query – Word Cloud
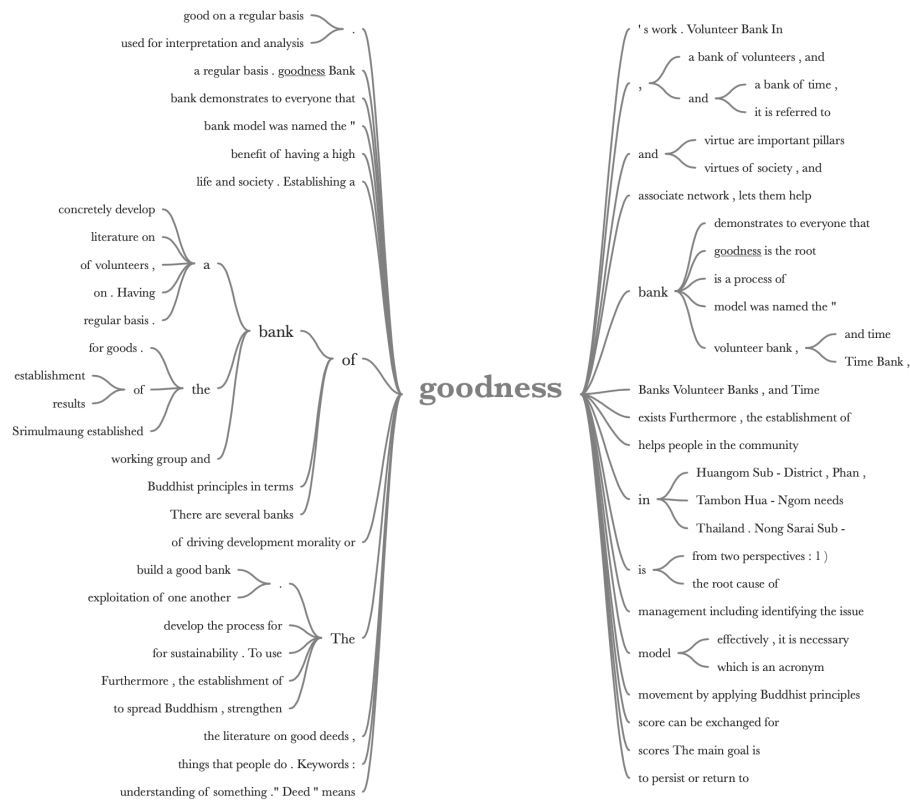

Figure 4. Word Tree – Good deed

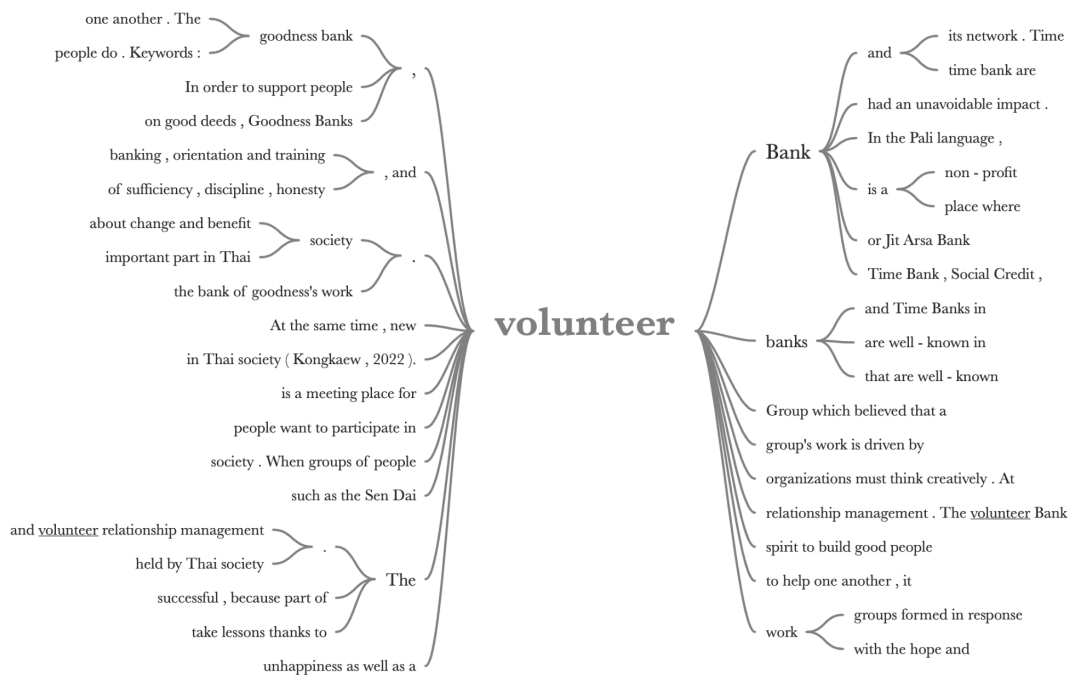Figure 5. Word Tree – Bank of Goodness
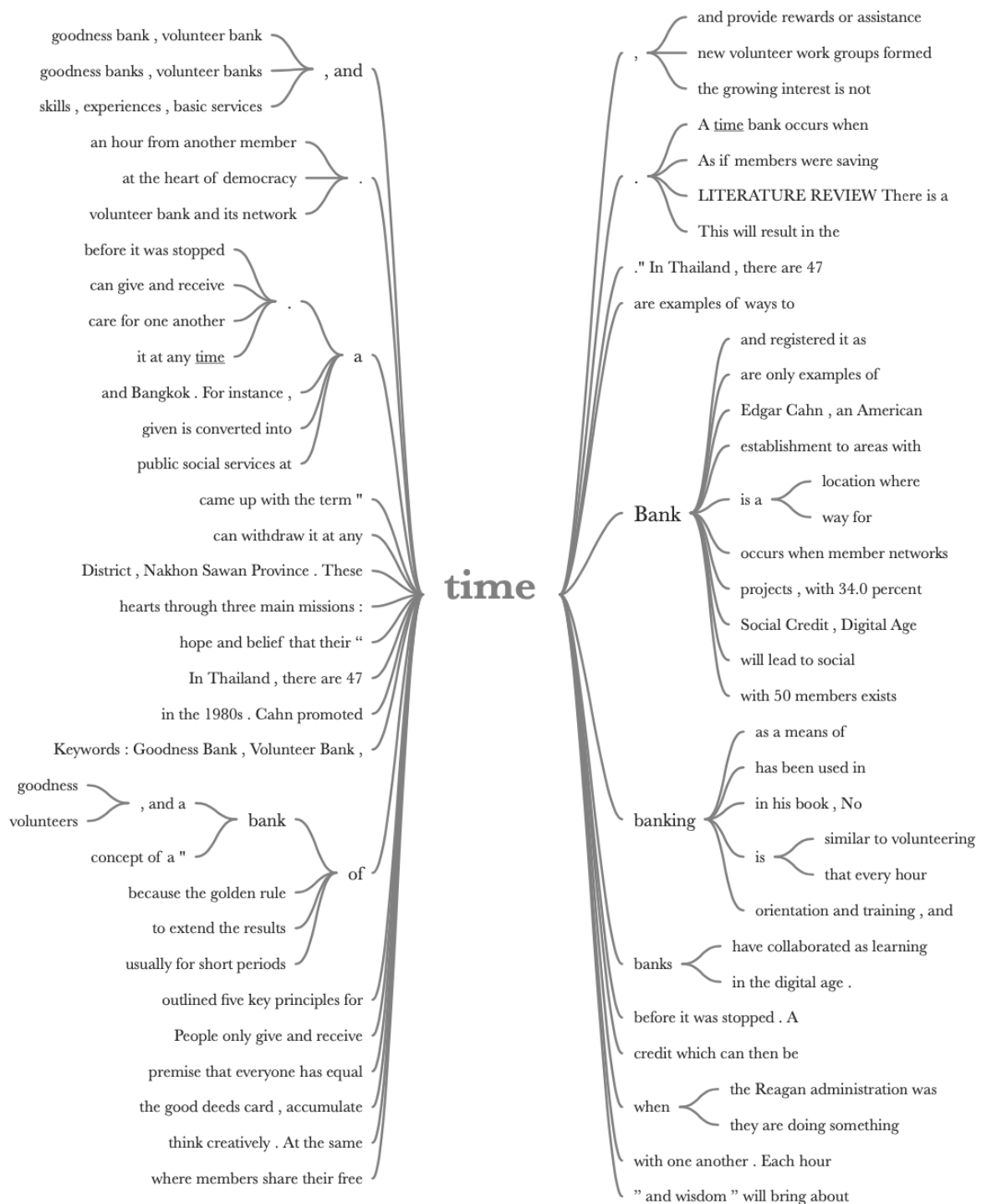

Figure 6. Word Tree – Bank of Volunteer

Figure 7. Word Tree – Bank of Time

DISCUSSION AND CONCLUSION

The good and virtues form an important foundation for society. It is the ideal that will benefit and bring happiness to everyone, with no harm, devastation, or exploitation of one another. Generosity and parceling would be creatively developed for individuals in society on the body, mind, and wisdom. There are numerous ways for people to do good deeds, help others, develop social responsibility, and so on. Thus, it is critical to work together in communities, agencies, organizations, and sectors to create opportunities, as well as a space, for people to do good deeds, and recognize and encourage those who do good on a regular basis. Being a good person, as claimed by Bansong (2021), is more important than anything else because it is necessary for being a perfect human being and living a peaceful life. Goodness is universal, and it can lead to happiness. Happiness is linked to and influences the physical and mental systems of the body. It is possible to argue that goodness arose alongside society. It is a fundamental requirement for human health and well-being. Goodness is the root cause of human happiness in all races. The desire to live a peaceful and harmonious life is the goal and destination of every life in this world. Setting goals for producing and building good people is the first step toward creating a peaceful and harmonious society. According to Lueangvilai, Kanchanakunjara, and Wongpinpech (2021), volunteers bring themselves to be an agency by using their own ability to help, develop, or change social movements as a horizontal force benefiting others and society, such as volunteering to help in disaster situations, such as natural disasters, and so on. Furthermore, a social credit score is an interesting system to implement in order to keep track of good deeds. Thimthong and Kraiwanit (2021) recommended that the government should educate the public about the social score system in order to familiarize them with the system and prepare them for any problems that may arise. This could lead to the system's successful implementation. The government was also advised to use artificial intelligence (AI) technology to improve data processing, use fair scoring criteria, and reward those who do good deeds while punishing those who do wrong or bad deeds in order to promote morality among the population.

Therefore, in terms of policy recommendations, the government should support the dimension of human capital strengthening in order to prepare for readiness by improving operational and management skills. Moreover, governments, administrations, as well as organizations, should support if any community wants to perform good-deed, which are desirable qualities to drive the community and society. For further research, a quantitative study, such as questionnaires, is recommended. A qualitative approach, such as interviews or focus group discussions, could also provide a clear picture of insight results. Moreover, it is also recommended that more concepts about good deeds, regardings goodness bank, volunteer bank, and time bank, be conducted. For instance, the Buddhist Spiritual Cultivation and Edutainment Center, a group of Buddhist volunteers at the Buddhadasa Indapanno Archives, introduced the concept of the Wisdom Tree, as shown in Figure 8. The Wisdom Tree Model is an intriguing concept for determining the best solution for a community with various member groups (Utsahajit, 2017).

Figure 8. The Wisdom Tree (Utsahajit, 2017)

The Wisdom Tree model depicts what actually happens in a society in terms of how people consume and distribute resources, and how they live together. It has been used to improve Thailand's economy, public administration, social services, and human resources (Utsahajit, 2017). Thus, it is suggested that future research incorporates the Wisdom Tree concept with a bank of goodness, a bank of volunteers, and a bank of time.

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A Strategic Cooperative Model
: The Case of Islamic Financing Hub

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ABSTRACT

Objective: This case study aimed to propose a strategic cooperative model and discuss the challenges encountered by Belt Road Initiatives (BRI) and the need to address those gaps to unleash the potential and impacts of BRI in the long run. It needs to refine the objectives of BRI to enhance its integration with the Sustainable Development Goals (SDGs) and facilitate an inclusive approach to the existing and future BRI projects.

Method: A synthesis was done using the documentary method and content analysis to evaluate the research for this case study.

Result: High uncertainty and the likelihood of cost over-run are everyday encounters of cross borders mega infrastructure projects, which potentially adversely delay and default of financial commitment of the borrowing nations. Given the nature of these projects, an alternative financing mechanism, as opposed to the conventional financing option, are crucial to address the setbacks experienced in recent projects, leading to concerns and scepticism of the BRI nations.

Recommendation: This study suggests that Islamic Finance fulfils the necessary criteria of a viable option as the ideal financing framework and Malaysia's potential to emerge as the BRI Islamic Financing Hub.

Keywords: *Belt Road Initiatives (BRI), Sustainable Development Goals, Islamic Finance, Strategy, Cooperative Model*

INTRODUCTION

In 2013, the Belt Road Initiative (BRI) was initiated by the Chinese government with the vision to develop a sizeable unified market and make full use of both international and domestic markets through cultural exchange and integration, to enhance mutual understanding and trust of member nations, ending up in an innovative pattern with capital

inflows, talent pool, and technology database and accelerate economic growth across the Asia Pacific, Africa and Central and Eastern Europe. Since its introduction in 2013, the initiative has faced challenges and remains sceptical over its intentions.

Despite the setbacks and scepticism, it is undeniable that the initiative presented limitless opportunities for shared prosperity and mutual growth. Understanding the BRI is primarily an infrastructure-driven initiative, highly capital intensive and long-term investment period, coupled with the main concerns over the way it is financed, it presents the needs to evaluate the BRI's goals and financing framework with a more inclusive alternative approach, that promotes mutual gain and better address the needs and risks involved. The multi-billion-dollar BRI projects are significant and will pose challenges and the vital question of affordability to underdeveloped nations. High uncertainties and the likelihood of cost over-run are everyday encounters of cross borders mega infrastructure projects, potentially resulting in delays and risk of defaulting financial commitment by the borrowing nations. Understanding the nature of these projects, an alternative financing mechanism, as opposed to the conventional financing option, is crucial to address the gaps experienced in recent BRI projects, which leads to concerns and scepticism of the BRI nations. This study suggests that Islamic Finance may be a viable option to be the ideal BRI financing framework.

Malaysia is a Southeast Asia country strategically located between the Straits of Malacca and the South China Sea, with a population of approximately 32 million and an annual GDP of USD354 Billion in 2018. With more than 2/3 of its total export targeted to the BRI region, it is no doubt the BRI significantly impacts its national economy. The experience of multi-billion dollar financed mega infrastructures domestically and abroad via Islam Sukuk ranges from oil-exploration activities to logistic concessionaires, will strategically complement the existing and future BRI projects. The estimated over USD 1.0 Trillion potential BRI investment projects represent almost 50% of the current Islamic Finance market size. Malaysia's leadership in the global Islamic Finance market and successful track record will present an opportunity to emerge as a strategic Islamic financial hub for BRI projects. Asia is the largest continent in the world, accounting for 59.7% of the planet's population at approximately 4.6 billion as of 2019, consisting of 49 countries with diverse government systems (United Nations, 2019). From the economic perspective, Asia is undisputably the largest continental economy by Gross Domestic Product (GDP), both Nominal and PPP in the world. In 2019, Emerging Asia remained the highest growth region, with a GDP growth outlook of 6.0% (IMF, 2019).

In 2013, the Belt Road Initiative (BRI) was initiated by the Chinese government with the vision to develop a unified market and leverage both international and domestic markets through cultural exchange and integration, to enhance mutual understanding and trust of member nations, foster an innovative pattern with capital inflows, talent pool, and technology database and accelerate economic growth across the Asia Pacific, Africa and Central and Eastern Europe. Malaysia is a Southeast Asia country strategically located between the Straits of Malacca and the South China Sea, with a population of approximately 32 million and an annual GDP of approximately USD370 Billion in 2019. With more than 2/3 of its total export targeted to the BRI region, it is no doubt the BRI significantly impacts its national economy (Figure 1).
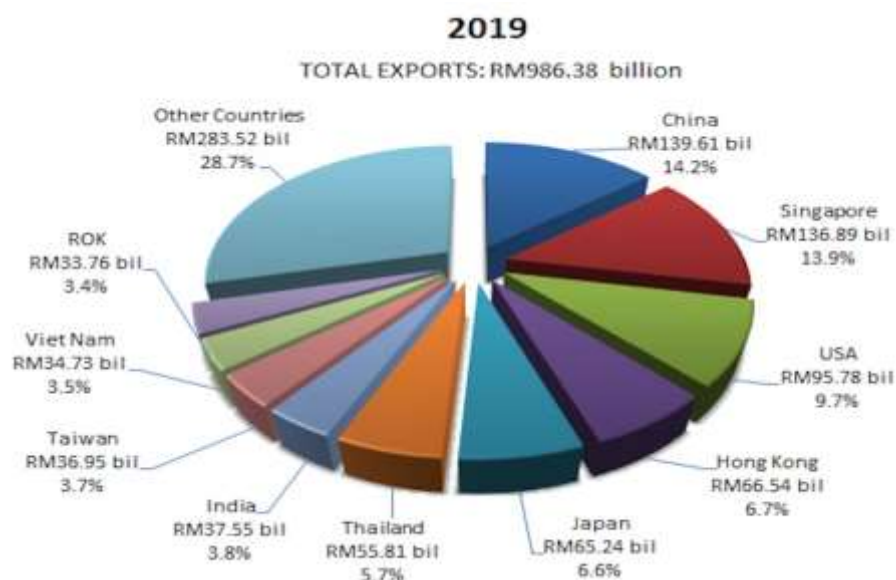
Figure 1. Malaysia Main Export Destinations 2019
Source: Department of Statistics, Malaysia (2019).

LITERATURE REVIEW

BELT ROAD INITIATIVE: THE OVERVIEW

The centric of the BRI blueprint was based on the importance of connectivity to foster economic development via trade. For instance, China's total trade volume with the middle east region rose by approximately 87% between 2005 to 2009, to USD100 Billion, exceeding USD220 Billion in 2012. China-Iran trade increased from USD$400 million in 1994 o USD 11 Billion in 2008 and exceeded USD50 Billion in 2012. In 2019, the estimated GDP of BRI nations accounted for 59.13% of the Global GDP (Exhibit 2.0). Recognizing the significance of strengthening the economic ties and opportunities within the region, BRI aimed to embark on unprecedented cross-border infrastructure development in world economic history. It focuses on five priority areas: policy coordination, facilities connectivity, trade and investment, financial integration, and cultural exchange.

	1980	1990	2000	2010	2015	2016	2017	2018	2019	2020
Asia and Pacific	21.43	27.47	30.59	38.46	42.86	43.73	44.56	45.32	46.13	46.81
Eastern Europe	0.00	0.00	6.45	6.82	6.28	6.17	6.12	6.10	6.06	6.01
Middle East (Region)	6.34	4.65	4.64	5.12	4.89	5.02	4.87	4.70	4.51	4.46
North Africa	2.46	2.18	1.94	2.03	1.82	1.81	1.82	1.83	1.84	1.86
Total BRI Region (%) of Global GDP	30.22	34.30	43.61	52.43	55.85	56.73	57.38	57.96	58.54	59.13

Figure 2. BRI Regional Market Share of Global GDP (%)
Source: IMF (2019).

As of 2019, China's investment in BRI exceeds USD200 Billion and estimates to reach USD1.2 – 1.3 trillion by 2027 (Morgan Stanley, 2018). The "belts" represent the railroad system connecting China with Europe, Russia, the Middle East and Central and Southeast Asia. The "roads", on the other hand, refer to maritime routes and ports that will be upgraded or constructed along the South China Sea, Indian Ocean, and South Pacific. Today, the original 65 countries have increased to 93, representing a significant portion of the world's economy.

BRI: The Challenges So Far

Since its introduction in 2013, the initiative has faced challenges and remains sceptical over its intentions. While its vision and objectives are to promote regional cooperation and economic development, BRI is not a "grant-in-aid" initiative but a commercial proposition, a structured yet complex financing mechanism. In summary, BRI is a series of development projects that are not "free" and are structured through debt financing with repayment commitments, resulting in borrowing countries' debts. Since the initiation of the BRI, many studies have been published to explore the various aspects of the initiative, from regional political-sovereignty issues to economic impact and social-cultural challenges.

1. **Adverse Political-Sovereignty Perception**

   As the BRI projects are funded through debts, the risk of losing its sovereignty, mainly when falling into a debt trap that potentially leads to default (Gul, Umer & Malik, 2018), is among the concerns on BRI's viability. Also, there are allegations of corruptions practice in BRI projects. On certain occasions, China's insistence on direct negotiation over competitive bid contracts and sovereign guarantees potentially resulted from corruption. These incidents are noticed in Sri Lanka, Maldives, Pakistan, and Malaysia (Malhi, 2018). Sub-regional conflicts, such as Pakistan-India relations and India-China Border disputes, imposed complexity on the cross-border BRI developments.

2. **Overstated Economy Impact on Host Countries and Lack of Ownership**

   While the BRI is set to promote the liberation of trade within the region, the idea of free trade doesn't give the equation to fair trade. In the multi-speed global economy, the disparities between the developed and developing nations are far from equality or, in certain circumstances, exploitation (Harris, 2008; Jaumotte, Lall & Papageorgiou, 2013; Goldberg and Pavcnik, 2007). Based on reported figures, China's investment in BRI projects exceeded USD 200 billion; however, most assets are outside China along traditional "Silk Routes". Usually, these projects are very China-centric (Pencea, 2018). While the investment amounts are significant, the size of total China investments in BRI host countries since 2013 appears significantly smaller than the numbers initially reported. Local participation in development projects remains low occasionally, mainly imported from China. These arrangements have limited economic impact on the host countries and, in some cases, increased imports. Ownership and commitment towards mutual benefits seem to be determined as most

of the projects are debt-funded, which is interpreted as the lack of long-term commitment from China's perspective.

3. Social-cultural Gap

Traditionally, the ancient Silk Road is built along the region of Islamic nations (Exhibit 3.0). Through the maritime silk road and trading expansion, Islam expanded its influence into Asia, especially Southeast Asia (Selmier, 2018). Based on the initial 65 countries of the BRI region, 59 represent significant Muslim populations. 35 out of the 59 nations are Muslim dominated. To a certain extent, a lack of understanding of religious values and cultural differences creates barriers or resistance to the BRI. Issues such as non-shariah compliance activities created tensions and obstacles to the BRI progress. The perception of the marginalization of a minority group, environmental issues and human rights within China also imposed concerns and reluctance to collaborate by some nations within the BRI region.
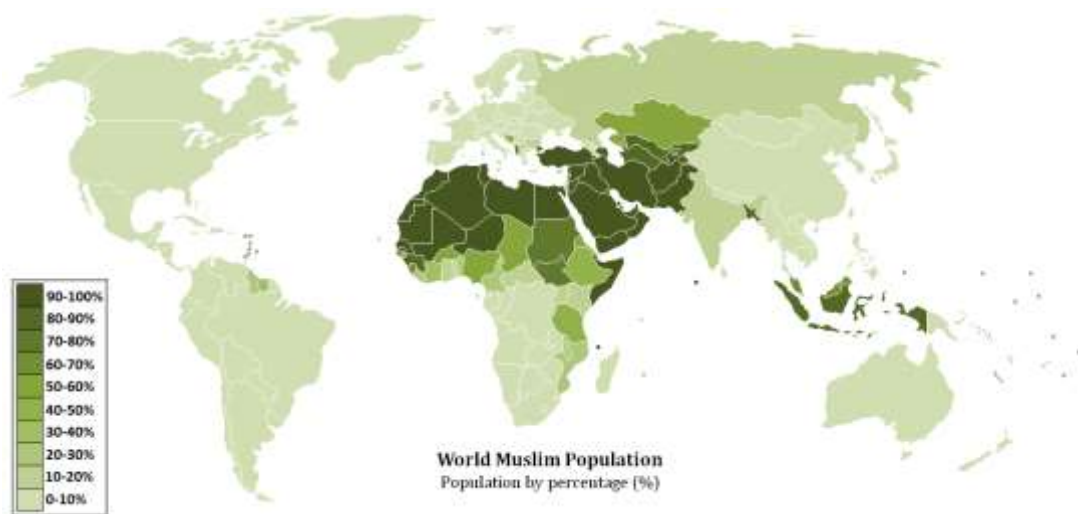
Figure 3. World Muslim Population Map
Source: Pew Research Centre (2014).

Despite the setbacks and scepticism, it is undeniable that the initiative presented limitless opportunities for shared prosperity and mutual growth. Understanding the BRI is primarily an infrastructure-driven initiative, which is highly capital intensive and has a long-term investment period, coupled with the main concerns over the way it is financed, it presents the need to evaluate the BRI's goals and financing framework with a more inclusive alternative approach, that promotes mutual gain and better address the needs and risks involved. Therefore, as an initiative that supports regional growth and shared prosperity, it is vital to enhance and further align BRI's focus on connectivity and economic activities with the United Nation's Sustainable Development Goals (SDGs) Blueprint set

in 2015 (Exhibit 4.0). SDGs target to accomplish these goals by 2030. As a result, the Economic Analysis and Policy Division (EAPD) of the United Nations Department of Economic and Social Affairs (UNDESA) initiated a multi-country multi-year project with the objectives to:

i) Establishing an institutional network among the countries along the Belt and Road for research on the economic, social and environmental effects of the cooperation activities under the Belt and Road and on national and cross-country policies to promote and harness these activities for the acceleration of the SDGs;

ii) Promote capacity development and assist interested Governments in translating the suggested policy options into programs at the country level and help build national capacities through national, regional & global policy dialogues.

Figure 4. United Nation's Sustainable Development Goals
Source: United Nations' Website (2023).

THE BRI EXPERIENCE FROM THE MALAYSIA PERSPECTIVE

1. The Allegations of Corruption Practice

Since the inception of BRI, Malaysia has embarked on a series of BRI-related mega projects which draw controversial criticisms concerning the 1MDB scandals. One of the notable projects is the East Coast Rail Link project amounting to RM65 Billion, which aims to accelerate development in the East Coast states of Peninsular Malaysia.

The project was awarded to the Chinese company without open tender, which was criticized for its unrealistic economic benefits and overstated project costs. In a separate incident, a 600km multi-product pipeline along the west coast of peninsular Malaysia costing RM5.35 billion, and the other, a gas pipeline network in Sabah costing RM4.06 billion, which the newly elected government eventually cancelled in 2018 with suspicion of corruption foul play and abuse of power. The controversial project noticed the state-owned Chinese company was paid 80 per cent of the project sum when it had only completed 13 per cent of the work with an allegation of corruption practice. In 2019, Malaysia seized approximately RM1 billion from a bank account of a state-owned Chinese company.

2. Perceived Unequal Terms over BRI Projects

Since the newly elected government took over the administration, reviews have been conducted over several megaprojects approved during the previous admirations. The discovery of over-stated project costs, limited local participation, unfavourable financing costs and lack of transparency in the awarding process has raised concern over the possible abuse of power and corruption practices. High-interest charges and huge debt has adversely burdened the nation's borrowing. Significant cost revision and renegotiation of terms resulted in RM 21 billion in reductions with a realignment of its original route (NST, 2019).

3. The impact of the China-United States Trade War

The United States and China Trade Wars have adversely impacted the global marketplace. Inevitably, Malaysia is not spared from this global phenomenon. With both countries being Malaysia's major trading partners, the escalated tension observed a slowdown in exports since its inception. Since May 2019, Malaysia has entered the Monitoring List by the US Treasury Department due to the observed criteria of a bilateral trade surplus balance with the US of a minimum of US$20 billion. Malaysia's exports to the US accounted for 10 per cent of its total trade. On the other hand, exports to China, which accounted for a 13.2 per cent share of the whole business, continued to register negative growth at 12 per cent year to year, the worst since August 2016. In October 2019, Malaysia's financial institutions reportedly closed the accounts of Iranian individuals and companies (one of the BRI nations) in response to US sanctions.

The Opportunities Ahead - Malaysia's Proposition

BRI projects are focused on developing the connectivity between the nations within the BRI network. Many countries along the infrastructure belt are predominantly Muslim populations. For BRI to achieve its full potential, it is critical for the initiative to address the local nation's needs and how to create an inclusive outcome that is mutually beneficial. While BRI is considered part of China's continued globalization effort to integrate its economy with the world since its admission into WTO in 2001, it was also raised concern about the perception of China's attempt to expand its geopolitical influence, especially the Eurasia region. However, it is also a fact that the Belt region also represents underdeveloped regions and conflicts. According to the World Bank's report, out of the 43

corridor economies, 12 already face elevated debt levels, potentially leading to a further medium-term deterioration in their outlook for debt sustainability. Mega Infrastructure projects, commonly associated with costly investments and cost overruns, might further increase the debt sustainability risks and disputes.

METHODOLOGY

This systematic literature evaluation included a narrative synthesis. Narrative synthesis is a means to summarize and explain the outcomes of a synthesis. The qualitative research method consists of four steps: planning, data collection, data analysis, and report writing. Content analysis is a qualitative technique that employs verbal, visual or written data to describe specific phenomena systematically and objectively, allowing for the formation of valid conclusions. It is also a flexible data analysis technique that may be applied to systematic qualitative reviews. To identify knowledge and theory, systematic qualitative reviewers must modify or adapt content analysis methodologies to match data that is, by definition, highly organized and contextualized. Finally, qualitative content analysis was employed in this study (Limna et al., 2022; Siripipatthanakul et al., 2022; Jaipong et al., 2022; Viphanphong et al., 2023). In addition, secondary data was collected and analyzed by obtaining information from internet sources, such as official papers, academic articles, and relevant websites, about *Belt Road Initiatives (BRI), Sustainable Development Goals, Islamic Finance, Strategy, and Cooperative Model*, between 2019 and 2023.

RESULTS
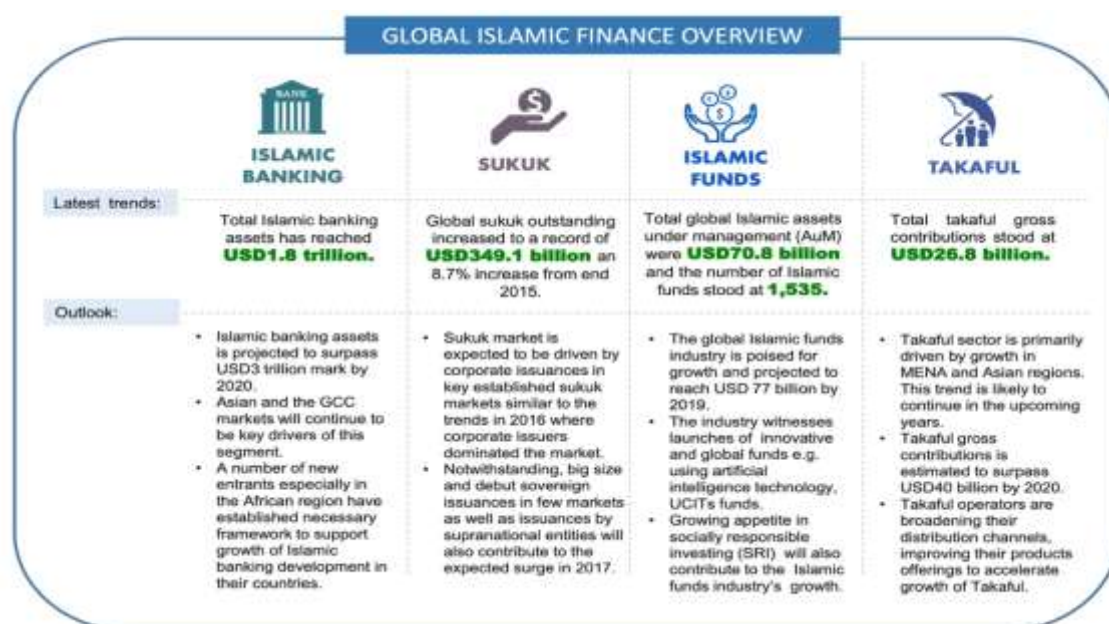## Islamic Financing as BRI Financing Framework

Figure 5. Global Islamic Finance Outlook
Source: MIFC Estimates (reference data: Thomson Reuters, Annual Reports, Central Banks statistics; 2017).

The challenges, the need to establish a viable alternative financing framework from the conventional financing mechanism, is imminent to address the issues of affordability-sustainability concerns, the economic disparity gaps and social-cultural values differences. Islamic finance, which is based on Shariah principles (Islamic Law), is grounded in the values of social justice and the betterment of humankind that advocate ethical and equitable business practices. The critical distinctions between Islamic and conventional finance are the treatment of risk and how risk is shared based on the Profit-Loss Sharing principle, which might appear a suitable fit for BRI projects consistent with the direction of mutual growth. With an asset size of USD 2.0 Trillion and expanding (Exhibit 5.0), Islamic Finance presents a viable framework to address the investment nature of BRI projects.
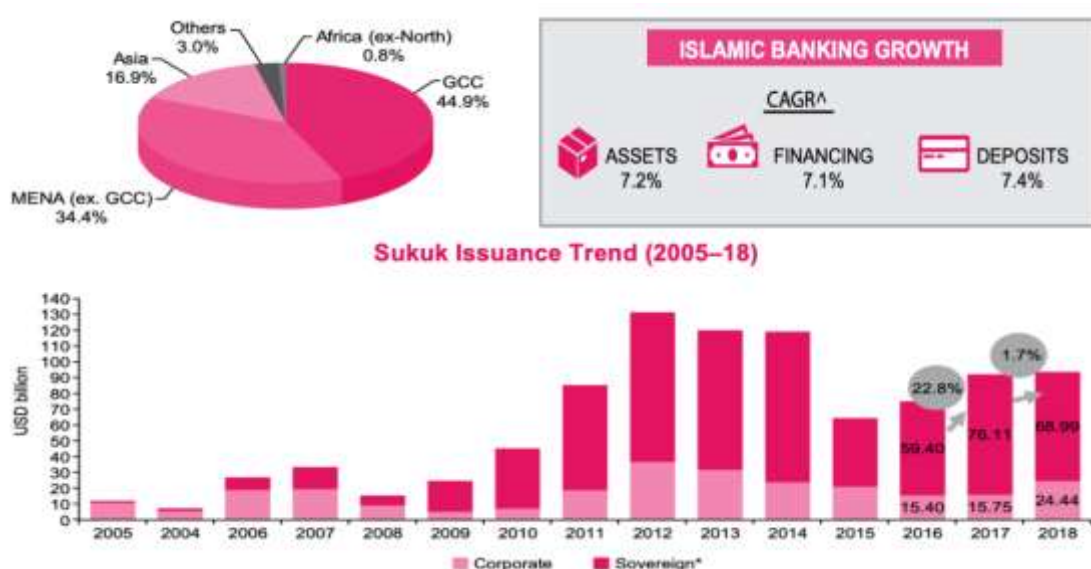
Figure 6. Islamic Financial Services Industry Outlook
Source: IFSB (2019).

Malaysia Islamic Finance Platform as BRI Financial Hub

The global Islamic banking industry was projected to surpass USD 3 trillion by 2020. The Sukuk (Islamic Bonds) has emerged as the alternate bond issuance instrument, which has gained tremendous traction over the last decade (Exhibit 6.0). Although Islamic Financial Market is considered at its infancy stage, its popularity is growing positively due to its performance in terms of Return on Equity (ROE) and Return on Assets (ROA) are more favourably compared to the conventional. Malaysia is consistently one of the most significant market shareholders after Saudi Arabia.

Sukuk is created based on the specific contract of Shariah-compliant assets exchange. Such agreements can be made through the sale and purchase of an asset based

on deferred payment, leasing specific assets or participation in joint-venture businesses. As such, the issuance of Sukuk is not equivalent to an exchange of paper for money with the imposition of an interest, but rather an exchange of Shariah-compliant assets for some financial consideration applying various Shariah principles, such as bai' bitumen ajil (BBA), murabahah, ijarah, mudharabah and musharakah that allow investors to earn profits from the transactions.

At the turn of the 21st Century, Malaysia pioneered the global Sukuk market by launching the first sovereign five-year global Sukuk worth US$600 million in 2002. Since then, its Sukuk market has experienced unprecedented growth, with Malaysia firmly established as one of the largest issuers of Sukuk (Figure 7).
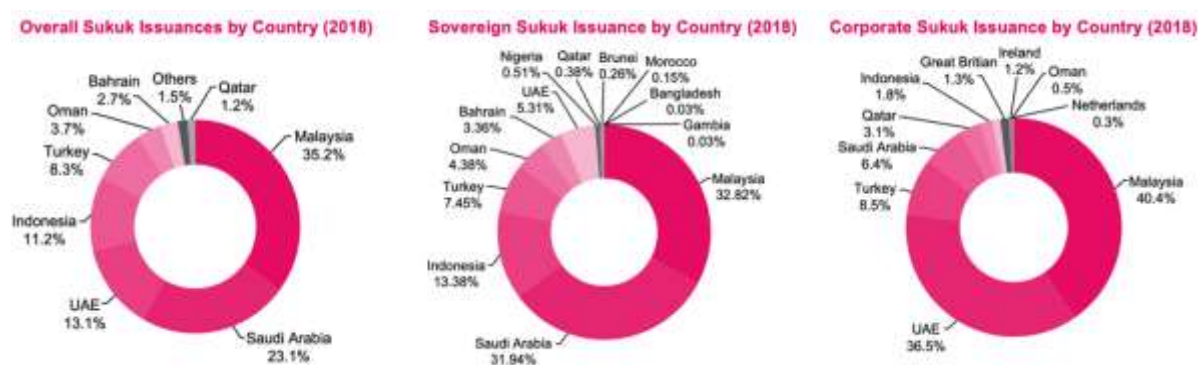
Figure 7. Market Share of Islamic Sukuk (Bond)
Source: IFSB (2019).

Malaysia's Sukuk market development is supported by a comprehensive infrastructure, including the reporting, trading and settlement system, resulting in an active primary Sukuk market. Hence, Malaysia offers one of the ideal options for participation in this growing asset class. With over 30 years of experience in Islamic finance and its overall comprehensive domestic sector, Malaysia offers several attractive value propositions for local and foreign Sukuk issuers and investors, especially the BRI region, coupled with its well-established and structured governance and issuing framework.

A Strategic Cooperative Model - An inclusive Approach to BRI Projects

The potential BRI impact on bringing economic growth is unquestionable, subject to its ability to achieve social justice while addressing regional disparities. To address these issues, BRI needs to establish a strategic framework which addresses two essential aspects: 1) The governance framework that recognizes the gaps in political ideologies and social-cultural differences, better transparency over the mutually agreed objectives and desired benefits and outcomes, and 2) The financing framework that evaluate the benefits and risks of the BRI projects. With the convergence of these frameworks, a balance and holistic consensus can be achieved to accomplish the 2030 Agenda (Figure 8).
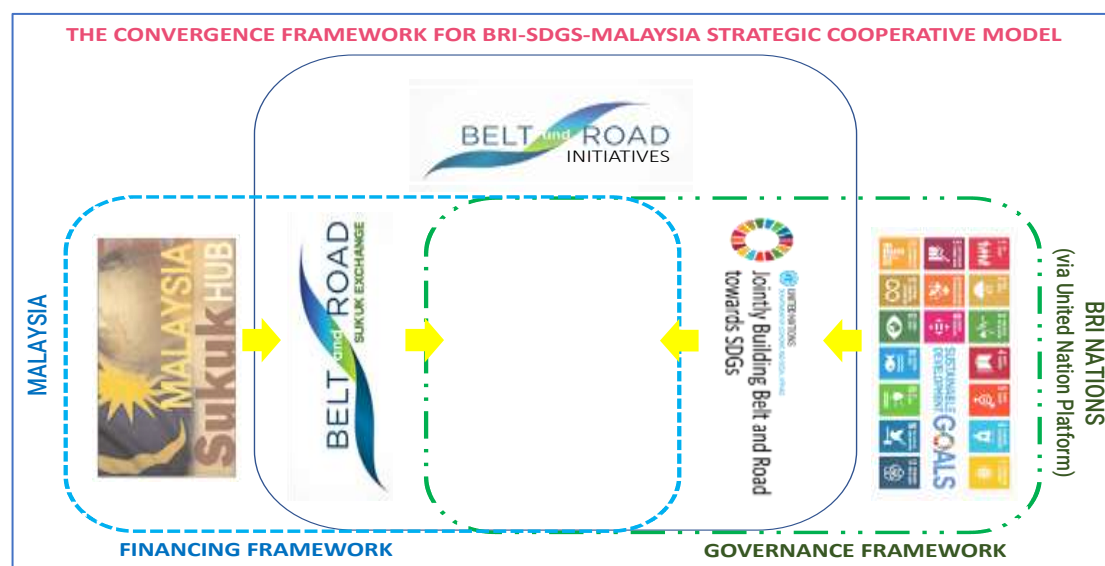
Figure 8. The Strategic Corporative Model – Malaysia as the BRI Financing Hub
Source: Author generated (2023).

While conventional financing mechanism is the generally accepted way businesses are being conducted, nevertheless, taken into the profile of the BRI regions is majority under-developed or developing nations coupled with the criticism over the unfair terms of the projects. Perhaps this is the gap that the Islamic Finance mechanism can present a more inclusive and social-economic-centric alternative to share the risks and ownership of the BRI projects while achieving the desired goals via a cooperative relationship (Selmier, 2018; Chu & Muneeza, 2019). The trend of the globalization movement has put substantial pressure on international trade worldwide since the turn of the 21st century. Modern advanced economies nations tend to benefit more from this trend of Globalization with corporations exploiting cheap resources to maximize profit (Smith, J., 2016; Sacchetto & Andrijasevic, 2015) such as Foxconn incidents which ultimately linked to global corporations such as Apple and Hewlett Packard. This notion sounds logical as it is consistent with the fundamental of the traditional economic theory, which is to maximize returns by utilizing the best available resources.

However, tensions have been rising with the Fair-Trade movement entering into the mainstream of international trade, perhaps as a response to the adverse effects of the trend of Globalization, particularly to those often deemed unjust and inequitable nature of global business and the social-economic disparity between advanced and developing economies nations. (Raynolds, Murray & Wilkinson, 2007). Recognizing the facts, the BRI needs to consider these effects and social justice at the infant stage of BRI projects.

Figure 9. The Integration of Islamic Finance Principle as BRI Financing Framework
Source: Author generated (2023).

The 2030 Agenda's 17 SDGs provide a comprehensive blueprint of the issues that need to be addressed globally, particularly the under-developed nations where the disparity is far more severe than the rest. Based on the Global Competitiveness Index 4.0 2019, only a hand full of the BRI nations are within the top 50 rankings, indicating potential gaps and widening the disparities if the economic benefits are not distributed fairly. The long-term effect of failure to put in place a framework capable of addressing these issues and aligning with the SDGs might render the BRI counter-productively.

Figure 10. The Common Goals and Principles between BRI, UN-SDG and Islamic Finance
Source: Author generated (2023)

"Fair Trade is all about improving lives, but we don't do that through charity – there is no handout in the Fair-Trade movement." The BRI proposition to the BRI nations perhaps is consistent with the above notion suggested by Paul Rice, Chief Executive Officer and President of Fair-Trade USA, the primary advocator of Fair Trade. Given the magnitude of the BRI's investments and time frame, the argument for an alternative financing framework is crucial. It should be incorporated as the primary element in evaluating BRI Projects early.

CONCLUSIONS AND RECOMMENDATIONS

The trend of Globalization is inevitable. The three eras of Globalization (Freidman, 2005) signify that the effect of Globalization affects every level, from Countries, Corporations and Individuals. BRI is one of the most ambitious and high-impact initiatives that bring Globalization of trade to new heights. The case study discussed the reservations of the BRI nations and gaps at the general level and the need to address those gaps to unleash the potential and impacts of BRI in the long run. The essential is to refine the objectives of BRI to enhance its integration with the SDGs and facilitate an inclusive approach to the existing and future BRI projects. Openness to multilateral negotiations over these BRI projects and considering the affordability of different nations evaluate the readiness and the risk appetite of both FDIs and host countries. The multi-billion dollar BRI projects are significant and will pose challenges and the issue of affordability to underdeveloped nations. High uncertainty and the likelihood of cost over-run are everyday encounters of cross borders mega infrastructure projects, which potentially adversely delay and default of financial commitment of the borrowing nations. Considering the nature of these projects, an alternative financing mechanism, as opposed to the conventional financing option, are crucial to address those setbacks experienced in recent projects, which leads to concerns and scepticism of the BRI nations. This study suggests that Islamic Finance fulfils the necessary criteria of a viable option as the ideal financing framework.

Malaysia strategically located in the ancient and modern silk road network, the BRI undeniably presented an opportunity to both benefit from and contribute to the BRI's grand vision. Malaysia's diplomacy advantage and reputation of being a moderate-modern Islamic nation, coupled with its multi-racial society, will be able to contribute positively in terms of experience in managing socio-cultural differences issues. The track record of successful Islam Sukuk issuance to finance multi-billion-dollar mega infrastructures domestically and abroad, ranging from oil-exploration activities to logistic concessionaires, will be strategically complemented towards the existing and future BRI projects. The long-established diplomacy and economic relationship between Malaysia and China have been vital to Malaysia's export growth since the 2010s. Geely's strategic acquisition of the troubled national car producer, Proton, successfully turned the company and presented an unprecedented opportunity to one of the world's largest automotive markets, China. The estimated over USD 1.0 Trillion potential BRI investment projects represent almost 50% of the current Islamic Finance market size. Malaysia's position as the largest Sukuk issuer in the world will present an opportunity to be the principal financial hub for BRI projects. The successful proliferation of BRI will create a sizeable export market for Malaysia.

DISCUSSION QUESTIONS:

1. Given that some of the BRI Members are under-developed economic nations, what factors need to be considered when evaluating the viability of the proposed projects?

2. What factors must be considered in reforming the current financing mechanism (though China is the leading financier) based on conventional financing principles to incorporate Islamic Finance principles as the option for BRI project financing?

3. BRI advocate the ideology of a long-term regional growth model and sharing economic prosperity. Discuss the rationale for China's low level of participation in BRI projects, given their primary role, is limited to contractors and financiers.

4. Understanding the BRI nations' social-cultural differences, especially compared with China, discuss the potential strategies for China to overcome the gap.

5. Discuss how Malaysia's economy can benefit (opportunities) or be affected (threats) by BRI.

6. Given the drastic shift in economic dynamics due to the COVID-19 pandemic, what challenges and opportunities potentially affect the BRI outlook?

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Students' Vocabulary Learning Difficulties and Teachers' Strategies: A Qualitative Case Study of Ammartpanichnukul School, Krabi in Thailand

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ABSTRACT

Objective: Vocabulary, a critical aspect of learning a foreign language, is extremely important. Communication is impossible without a diverse vocabulary. A strong vocabulary is also required for learning to read, speak, write, and listen. This study aims to explain students' vocabulary learning difficulties and teachers' strategies.

Method: A qualitative approach was conducted. In-depth interviews were used with 18 students and 5 English teachers of Ammartpanichnukul School, Krabi in Thailand, employing purposive sampling. Content analysis and NVivo were utilised to analyse the data.

Result: The students placed a high value on vocabulary learning. They want to learn English vocabulary for several reasons such as scholarship opportunities. It is critical for English teachers to develop appropriate strategies for students to learn new vocabulary.

Conclusion: Vocabulary learning entails not only learning a specific number of words or phrases, but also learning how to use vocabulary correctly. As a result, students and teachers must work and learn together and develop effective vocabulary learning strategies.

Recommendation: English program executives, directors, and teachers should develop and implement an effective strategy to meet students' needs and expectations for learning and improving their English skills, particularly vocabulary, by, for example, incorporating game-based learning, keyword method, etc.

Keywords: *English, Vocabulary, Learning Difficulty, Strategy*

INTRODUCTION

An adoption of English as the working language of Asia and the ASEAN region, along with increased mobility of people and information, is attempting to place new and significant strains on language and culture education in English and other languages in the region. It is causing a massive increase in the use of English among speakers for whom English is not their first language, including communication in English between people from different cultural backgrounds. The increased use of English brings to light a number of current issues as the level of English proficiency varies greatly across Asia. Hence, learning languages, particularly English communication skills, is critical in twenty-first-century education (Lian & Sussex, 2018; Limna et al., 2022). Vocabulary is one of the three elements of language, as well as a building material and a fundamental component of language. The first premise is that we must have a certain number of vocabularies in order to communicate effectively with others. With so many words to learn, it is important to look into vocabulary learning strategies (Bai, 2018). Vocabulary, an important aspect of learning a foreign language, plays a crucial role. It is impossible to communicate without a diverse vocabulary. Learning to read, speak, write, and listen also requires a strong vocabulary. People who lack a sufficient vocabulary may be unable to effectively communicate and express themselves, both orally and in writing. People's ability to speak, write, read, and listen increases as their vocabulary grows. Furthermore, without grammar and vocabulary, little can be communicated. It means that good grammar is useless if a person does not have a large vocabulary (Rohmatillah, 2014). In addition, students' English proficiency may be a barrier to developing their educational potential as well as future career opportunities, and rural students are twice as likely as urban students to fail national standardised tests. Several rural school students struggle with basic conversational English and comprehending the most basic information in a reading passage. Inadequately, the students' lack of English proficiency was having a negative impact on the job market and the national economy, as they struggled to find work after graduation (Supian & Asraf, 2019). Hence, it is widely acknowledged in the field of second language or foreign language learning that vocabulary is an essential component of the four language skills. Vocabulary is an important language element for second language (ESL) or foreign language (EFL) learners because it supports the four skills of speaking, listening, reading, and writing. Vocabulary appears to be undervalued in Asian countries. Vocabulary instruction is largely incidental in several classrooms. To put it another way, language teachers may incorporate vocabulary learning into other language learning tasks such as listening to stories, learning the meaning of words through context, and information gap activities. As a result, learners acquire word knowledge in small increments (Boonkongsaen, 2013). As previously stated, vocabulary is an essential aspect of learning a foreign language. It is impossible to communicate without a diverse vocabulary. Learning to read, speak, write, and listen also necessitates a large vocabulary. The purpose of this study is to explain students' vocabulary learning difficulties as well as teachers' strategies.

RELATED LITERATURE

According to Feng (2023), vocabulary instruction is an important component of English instruction. However, because of their incomplete understanding of vocabulary meaning and a lack of vocabulary, junior high school students are unable to express their ideas accurately and smoothly during the teaching process. Teachers must increase students' vocabulary accumulation in order to cultivate students' language expression ability. Junior high school students must memorise a large number of words, which cannot be accomplished through

rote learning alone. As a result, teachers should not only teach students the fundamentals of English, but also how to memorise words effectively. This is also a good way to improve the quality of junior high English instruction. Given the unique environment of rural areas, it is essential to assist students in learning vocabulary strategies and improving their vocabulary memory. Noprianto and Purnawarman (2019) examine the frequency of vocabulary learning strategies used by Indonesian high school students in order to determine their knowledge of affixes and the relationship between their reported vocabulary learning strategies use and their knowledge of affixes. It was discovered that the participants used Vocabulary Learning Strategies on a medium frequency, with Determination being their preferred strategy. Furthermore, their affix knowledge was found to be low, with multi, re-, inter-, dis-, -ful, and -er being the order of their affix acquisition. In terms of interdependence, the overall participants' Vocabulary Learning Strategies contribute significantly to their knowledge of affixes. However, unlike Memory strategy, Determination strategy proved to have no significant contributions to their affixes knowledge. Yaacob et al. (2019) conduct research on vocabulary learning strategies (VLSs) used by a group of Saudi Arabian learners in an EFL (English as a foreign language) context. The study's rationale is to address a significant lack of research on the EFL context in Saudi Schools Abroad (SSA), as well as a lack of prior research into VLSs in this context. This study will investigate how students at Saudi School Malaysia (SSM) use VLSs in their actual learning process. The percentage and frequency of this study's findings have further emphasised the role and importance of vocabulary learning in both students and teachers. The results also show that students at SSM used the five categories of VLSs at a medium to close range.

Gorgoz and Tican (2020) explore the self-regulation skills and vocabulary learning strategies of middle school students in a foreign language. The current study's sample consists of 990 5th, 6th, 7th, and 8th grade middle school students attending state middle schools in the Mentese district of Mugla, Turkey during the 2018-2019 school year. The self-regulation skills and vocabulary learning strategies of middle school students are above average. The self-regulation skills and vocabulary learning strategies of middle school students varied significantly depending on gender, grade level, father-mother attitude, and level of interest in English courses. A medium, positive, and significant correlation was discovered between the total scores of self-regulation strategies and vocabulary learning strategies in foreign languages among middle school students. Zou, Huang, and Xie (2021) reviewed digital game-based vocabulary learning from five perspectives: a general overview of published studies, digital games for vocabulary learning, theoretical frameworks, research issues and findings, and implications. The systematic review included 21 articles from SSCI journals that were chosen using specific criteria. According to the findings, ten types of digital games dominate the field and have generally positive effects in promoting short-term and long-term vocabulary learning, facilitating reading and listening comprehension, increasing motivation and engagement, decreasing anxiety, and fostering interactions among learners.

METHODOLOGY

The goal of qualitative research is to understand the contexts in which individuals or groups make decisions and behave in specific ways, as well as to explain why the precisely observed phenomenon occurred. Throughout the in-depth interview, two-way communication facilitates the collection of additional data, and in-depth knowledge is required. It allows the researchers to ask questions outside of the parameters of the semi-structured surveys, making data collection and follow-up more efficient (Limna & Kraiwanit, 2022; Siripipatthanakul,

Limna, Siripipattanakul, & Auttawechasakoon, 2022). Additionally, purposive sampling entails the researchers selecting the most useful sample based on their expertise. This approach is frequently used in qualitative research. The goal is to gain in-depth knowledge about a specific phenomenon or population (Limna, Siripipattanakul, & Auttawechasakoon, 2022). The qualitative approach was used as a research strategy in this study. To obtain the primary data results, the researchers conducted an in-depth review of secondary data (documentary method) for appropriate key survey questions. In-depth interviews with 18 students and 5 English teachers of Ammartpanichnukul School, Krabi in Thailand, were conducted using purposive sampling. According to Viphanphong, Kraiwanit, and Limna (2023), content analysis is a qualitative method for systematically and objectively describing and quantifying specific phenomena using valid inferences drawn from verbal, visual, or written data. As a result, this qualitative study used content analysis to analyse the qualitative data gathered through in-depth online and face-to-face interviews. Also, NVivo, a qualitative data analysis software, was used to interpret the results.

RESULTS

The students valued vocabulary learning. They want to learn English vocabulary for several reasons, including travel abroad, scholarship opportunities, and so on. To illustrate, knowledge of English can provide them with the tools they need to travel and communicate more effectively in so many parts of the world, allowing them to explore and travel with greater confidence and learn more about the countries and cultures they visit. However, some students had difficulties in learning new vocabulary. The students' vocabulary learning problems or difficulties were various. One of the causes of students' difficulties in learning vocabulary was the different grammatical forms of a word known as inflections. Some students did not have a good understanding of the structure of language including parts of speech and word parts, prefixes, suffixes and word roots. Some struggled with pronouncing words, writing and spelling, and using grammatical patterns correctly. Moreover, the students had difficulty determining the appropriate meaning of the words. The students were also perplexed when they found idiomatic words or expressions.

It is vital for English teachers to develop appropriate strategies to meet students' needs and expectations when learning new vocabulary. In addition, it is essential that the teachers create a pleasant learning environment and provide fruitful guidance to support students' vocabulary learning. Guessing from context is a well-known strategy for incidental vocabulary learning. Helping students guess from context and use clues in the text can help them learn vocabulary in relation to the related contexts while also increasing their reading speed. Furthermore, teaching students word parts is critical. Learning word parts like affixes, prefixes, infixes, circumfixes, and roots is an important strategy that students can use to quickly guess word meanings. Students who learn the word parts can analyse unknown words and not only guess the meaning more quickly, but they can also speed up their reading or any other task that includes new vocabulary items for them. Language teachers should therefore strongly encourage their students to learn word parts in order to rapidly expand their vocabulary knowledge base. Furthermore, one of the most influential vocabulary learning strategies is the keyword method. Students must use a keyword to find a part of the word that is similar to something in their mind or language in terms of sound, shape, or meaning. They must then conjure up a mental image that connects both the word and the keyword. Incidental vocabulary learning is another method of teaching vocabulary that, when combined with intentional or instructed vocabulary learning, produces very positive results.

NVivo Analysis

The interpretation and analysis were based on NVivo. The following images depict word frequency query (word cloud) and text search (word tree).

Figure 1. Word cloud

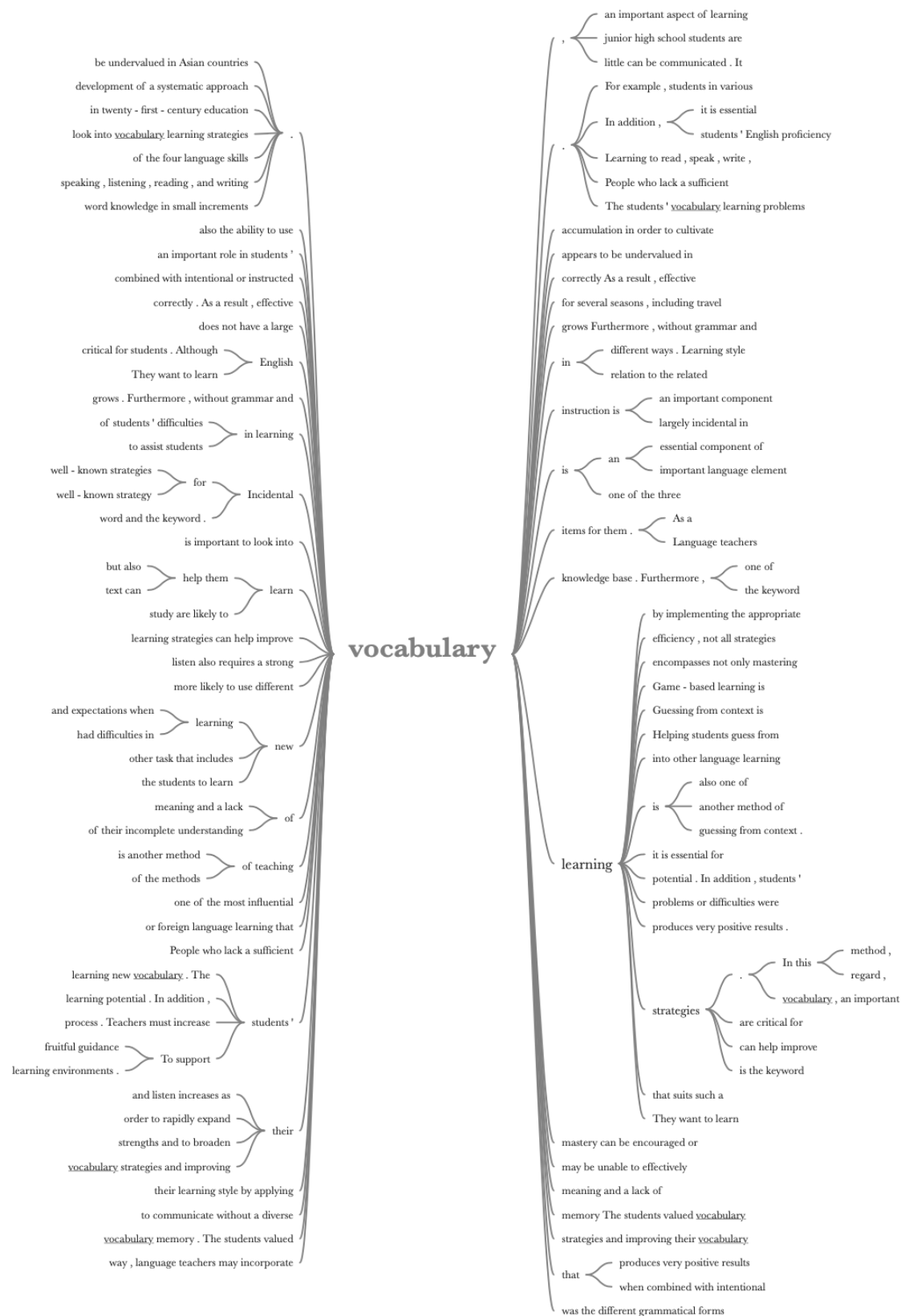**Figure 2.** Word tree (English)

Figure 3. Word tree (Vocabulary)

DISCUSSIONS

Several factors influence the students to learn new vocabulary. For example, students in various fields of study are likely to learn vocabulary in different ways. Learning style, according to Boonkongsaen (2013) and Cabual (2021), is an individual's consistent and pervasive characteristics expressed through the interaction of one's behaviours and personality as one approaches a learning task. Hence, it could be explained that students with different learning styles and those studying in different fields of study are more likely to use different vocabulary learning strategies. In this regard, it will be extremely beneficial if students can take advantage of their learning style by applying vocabulary learning that suits such a style. Furthermore, it is critical for students to recognize their own strengths and to broaden their vocabulary learning potential. In addition, students' vocabulary mastery can be encouraged or discouraged by both formal and informal language learning environments. To support students' vocabulary learning, it is essential for language teachers to create a pleasant learning environment and provide fruitful guidance. Hence, teachers play an important role in students' vocabulary learning by implementing the appropriate strategies to meet the students' needs and expectations. One of the most well-known strategies for incidental vocabulary learning is guessing from context. Helping students guess from context and use clues in the text can not only increase their reading speed but also help them learn vocabulary in relation to the related contexts. Moreover, as stated by Boutahra and Chaira (2022), it is pivotal to teach students word parts. Learning word parts such as affixes, prefixes, infixes, circumfixes, and roots is an important strategy that students can employ to quickly guess the meaning of words. Students who learn the word parts can analyse unknown words and not only guess the meaning faster, but they can also increase their speed in reading or any other task that includes new vocabulary items for them. As a result, language teachers should strongly encourage their students to learn word parts in order to rapidly expand their vocabulary knowledge base. Furthermore, Nie and Zhou (2017) and Ghalebi, Sadighi, and Bagheri (2020) indicated that the keyword method is one of the most influential vocabulary learning strategies. In this method, students must find a part of the word that is similar to something in their mind or language in terms of sound, shape, or meaning and use it as a keyword. Then they must visualise a mental image that connects both the word and the keyword. Incidental vocabulary learning is also one of the methods of teaching vocabulary that produces very positive results when combined with intentional or instructed vocabulary learning. Siripipatthanakul et al. (2023) stated that game-based learning is a novel approach to education that uses educational computer games. It also includes software for educational games, such as learning aids, instructional enhancement, and student assessment. Gamification can support an organised and methodologically sound gamification design for digital teaching and training, assisting in the development of a systematic approach.

CONCLUSIONS

Vocabulary learning encompasses not only mastering a specific number of words or phrases, but also the ability to use vocabulary correctly. As a result, effective vocabulary learning strategies are critical for students. Although English vocabulary learning strategies can help improve vocabulary learning efficiency, not all strategies are appropriate for each individual. Teachers should select teaching strategies based on different learner situations in order to train students to select effective learning strategies on their own, meet students' learning needs based on their various levels and needs, and begin with the weak links, focus on them, and drive the improvement of other abilities.

The study's findings may assist English programme executives, directors, and teachers to develop and implement a strategy to meet the needs and expectations of students to learn and improve their English skills, especially vocabulary. Furthermore, this study added to the existing literature on the students' vocabulary learning difficulties and teachers' strategies. This study's findings may aid academics in broadening their research by incorporating more potential elements. The measurements could be used to guide future research on the students' vocabulary learning difficulties and teachers' strategies. The limitation throughout the study is the respondents were students and English teachers of Ammartpanichnukul School, Krabi in Thailand. Thus, more areas should be added. Quantitative research, such as questionnaires, should be considered to explain the phenomenon of relationships in a large group in general.

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Change Management Model in Corporate Culture and Values

: A Case Study of Intel Cooperation

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ABSTRACT

Objective: Using Kotter's Change Model and Rahim's Meta Model, this case study reviewed Intel Corporation's (Intel) organizational culture and values and its interrelation with its crisis response and change management strategy. This study supports the argument that the existence of a robust corporate culture and values has a positive impact on conflict and change management strategy.

Method: The case study analysis was structured into three main sections: 1) an overview of Intel's history, mission statement and core values; 2) Examine of the company's nature of business dynamics and the driving forces of change; and the impact of these forces on the organization and performance, 3) Evaluation of Intel's Crisis Response and Change Management Strategy regarding Kotter Change Model and Rahim Conflict Management Approach.

Result: This study supports the argument of a contingency approach in managing the change process. While the mainstream research argues that inter-functional conflicts have adverse effects on overall organizational performance; however, the findings suggest the ability manage these conflicts constructively can lead to long-run organizational performance enhancement. The study also observed the importance of organizational communication, and seamless corporate culture and values integration are the critical success factors to facilitate an effective change process to achieve sustainable organizational performance.

Recommendation: The practice of strategic management has evolved over the decades with its success in forging competitive advantages. Strategic Human Resource Management (SHRM) research in recent decades suggests increasing importance and recognition of human capital as the fundamental element of strategic management processes. With the increasing trend of globalization and business dynamics that are highly driven by rapid technological advancement, a robust organizational culture that can adapt to these changes is vital for its market survival.

Keywords: Human Resource Management, Change Management, Corporate Culture, Values , Multi-National Corporation

INTRODUCTION

Since the turn of the 21st century, the dynamics of the world have changed rapidly at an unprecedented rate, from the globalization of trade, climate change movement, and enhanced connectivity have posed challenges for firms to adapt to these changes and creation of sustainable competitive advantages to address the competitions (United Nation, 2017). The increased complexity and variables made strategic management practice vital for achieving organizational goals, but the absence of the pattern can be lethal and affect the firm's survival.

Literature and studies have been published since the strategic management concept was first introduced in 1979 (Nag, Hambrick & Chen, 2007) and its success in developing competitive advantages (Porter, 1985). Strategic Human Resource Management (SHRM) research in recent decades suggests the increasing importance and recognition of human capital as the fundamental element throughout strategic management processes (Potter, 1998; Lefter, Marincas & Puia, 2007; Anca-Ioana, 2013; Ramona & Anca, 2013). One of the critical aspects of strategic management is formulating and implementing the necessary change strategies to align the internal resources to its external environment opportunities and threats to achieve the desired business objectives. This case study aims to review Intel Corporation's (Intel) organizational culture and values and its interrelation with its crisis response and change management strategy, using Kotter's Change Model and Rahim's Meta Model.

Thus, the constant variable in life changes. The same principle applies to the business world, where firms must adapt to changes derived from competition, technological advancement, and consumer behaviour and preference shifts. Failure to adapt to these changes can devastate firms' long-term performance. Many works of literature have been published on the impact of organizational culture on change management strategy to forge sustainable competitive advantage.

LITERATURE REVIEW

Background of INTEL Cooperation

Intel was founded in 1968 by former Fairchild engineers Robert Noyce (the co-inventor of microchip uses silicon design, nicknamed the "mayor of Silicon Valley") and Gordon Moore

(noted for Moore's law which predicted the rate of miniaturization in the semiconductor industry and had widespread impact in many areas of today's technological change). The company was initially named N.M. Electronics, after the last name of the co-founders, later changed it to "INTEL" after acquiring the right to use its name (which stands for Integrated Electronics) from Intelco (A hotel chain company) later that year for USD15,000. The company's first product, the 3101 Schottky bipolar random-access memory (RAM), was produced in 1969, and the first microprocessor, model 4004, was built in 1971. The Intel corporation went public in 1971 on the NASDAQ stock exchange.

The company is considered one of the most successful and admired in the 20th century. It has grown to be the largest chip manufacturer in the world for 26 years consecutively since 1991 until Samsung overtook it in 2017 (Forbes, 2017). The headquarters of Intel is in the same city where their first office was opened - in Santa Clara, California, with an operator presence located worldwide. As of July 2020, Intel's market capitalization stood at USD203 Billion, ranked 45th on the Fortune 500 list (Fortune, 2020).

INTEL's Mission, Objective and Core Values

As a technology innovation-driven company, Intel derives its competitive advantage from solid research and development capabilities. Intel harnesses these competencies internally via its internal R&D team. As such, Intel strongly emphasizes their human capital, which is critical in developing and delivering its technology products. The recognition of human capital as a strategic asset of Intel is noted in its Mission Statement as follows:

"Delight our customers, employees, and shareholders by relentlessly delivering the platform and technology advancements that become essential to how we work and live."
The objectives must be clearly defined and well-communicated, outlining what the company needs to achieve to remain "essential", as highlighted in Intel's mission statement; to accomplish the mission; such as the following objectives are established:

- Extend our silicon technology and manufacturing leadership.
- Deliver unrivalled microprocessors and platforms.
- Grow profitability worldwide.
- Excel in customer orientation.

Given the nature of Intel, business dynamics are highly driven by rapid technological advancement, and the importance of a robust culture that can adapt to these changes is vital for its market survival. A set of core values are defined within the organization as guidelines for Intel employees on work ethics and attitudes in the performance of their jobs and decision-making to achieve these objectives. In principle, Intel set six core values which are:

- Customer-oriented – To meet & exceed customer expectations, both internal & external.
- Results-oriented – Objective-driven and accountable.
- Risk-taking – The desire to challenge the status quo & achieve new heights on standards.
- Great place to work – Create a conducive and supportive work environment to excel.
- Quality – The priority in all aspects of the value chain processes.
- Discipline – The ability to focus on the tasks to achieve the desired outcome.

INTEL's Business Backdrop: 1999 – 2001

The Dotcom Rush, Y2K Compliance and Race to 1Ghz: The Good, the Bad and the Pressure.

Intel's business growth is highly associated with the internet age, which started in the early 90s and saw the affordability of personal computers because of cost reductions and digitization of business processes, which later formed the Dotcom phenomenon in the late 1990s (Intel Annual Report, 1999). The Computing Industry's rapid technological advancements enabled producing high-performance computers at a lower cost (Figure 1) and the adoption of digital multi-media experiences, which created new digital business models (Tian & Stewart, 2006) that drove high demands for computing machines. These driving forces saw the emergence of various technology companies such as Amazon.com Inc, Yahoo!, eBay Inc., Netscape Communications Corporation and Google LLC.

Computer Economics : Cost Per MIPS (a Measure of Computing Power)
Based on Fully Configured System Prices for Current Year
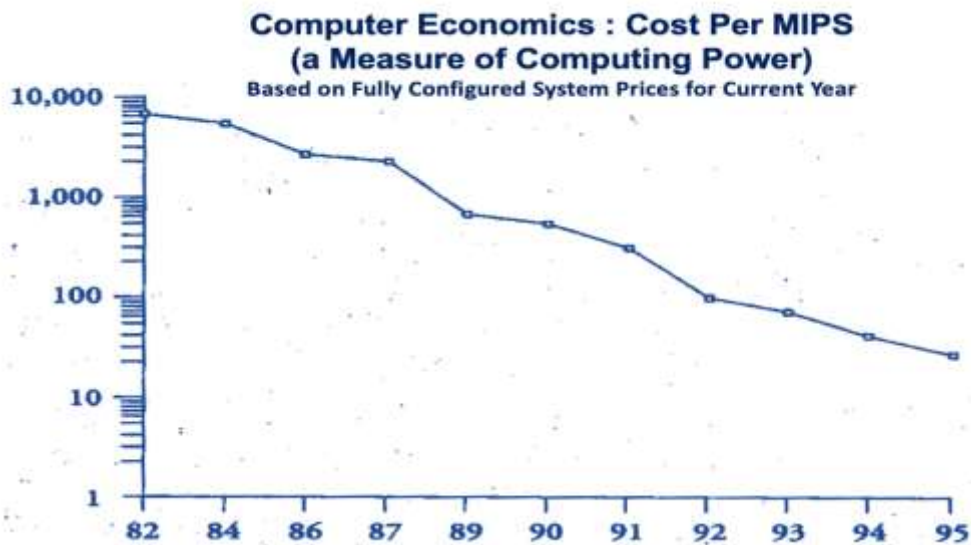
Figure 1. Cost Per Million Instructions per Second Trend 1982 – 1995 (MIPS)
Source: Grove, 1996 (Intel)

The Millennium Bug, commonly known as the Y2K bug, was a computer coding format limitation issue that suggests potential discrepancies when dealing with dates beyond December 31, 1999. The root cause of the Millennium Bug originated from the two-digit coding format on accounting for the year adopted between the 1960s through the 1980s due to data storage in computers being costly and taking up much space during those days. As such, the limitation of the two-digit format will potentially cause computer data corruption and system failure due to the computer's inability to recognize the Year 2000 and misinterpret it as the year 1900.

As a result, both computer software and hardware companies raced to provide "Y2K compliance" solutions to overcome the issues during the late 1990s. The need to ensure Y2K compliance drove worldwide spending in both public and private sectors, amounting to more

than USD300 billion (Slate, 2009). While the Y2k issue indirectly drove the market demand due to Y2K compliance-related spending, internally, Intel faces similar challenges as the other industries in ensuring Y2k compliance by investing in enterprise resource planning (ERP) systems and legacy systems system migrations to minimize the risk exposure to Y2K Bug.

Technological innovations are one of the sources to obtain a competitive advantage. Since Intel's inception, its ability to innovate and offer better products compared to its competitors has enabled Intel to establish a strong market position over the years. These technological edges will deliver better performance, cost efficiency, product quality and reliability against rivals. Towards the late 1990s, Intel experienced stiff competition from its rival, Advanced Micro Devices Inc. (AMD), in the race to develop the 1Ghz microprocessor. The significance of the outcome demonstrates the perception of the market leader and technological capability, which is one of the critical elements of Intel's marketing mix strategy. Intel's strong commitment to achieving technological superiority is evidenced by its high investment in its Research and Development (R&D) capability (Figure 2).
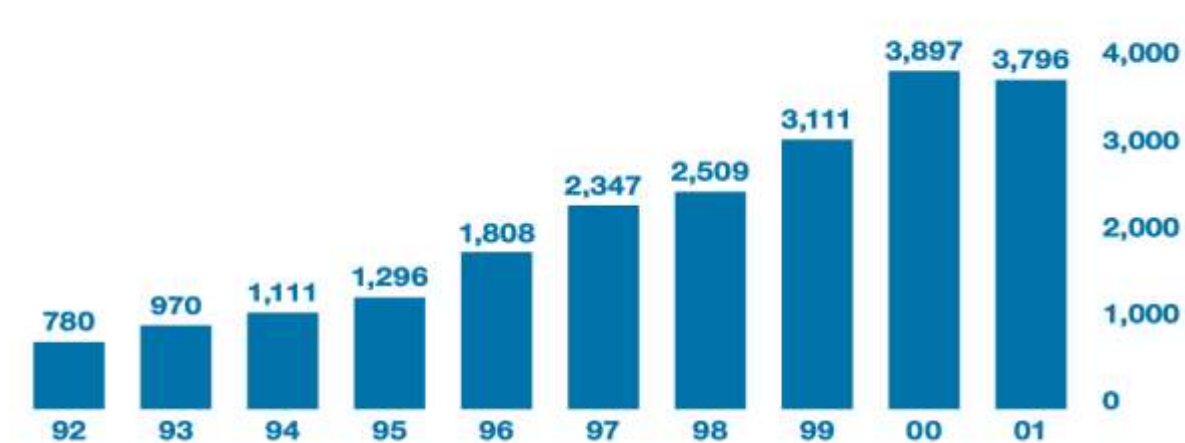
Figure 2. Intel R&D Investment Trend (USD-Million)
Source: Intel Annual Report, 2001

METHODOLOGY

This comprehensive literature review contained a narrative synthesis. The purpose of narrative synthesis is to summarise and explain a synthesis's results via academic writing. Four steps comprise the qualitative research method: research design, data gathering, data analysis, and report writing. Content analysis is a qualitative approach that employs verbal, visual or written data to describe specific phenomena systematically and objectively, hence facilitating the production of valid conclusions. It is also an adaptable data analysis method applicable to systematic qualitative reviews. To find knowledge and theory, systematic qualitative reviewers must adjust or adapt content analysis approaches to match highly organized and contextualized material. Finally, qualitative content analysis was used in this investigation (Limna et al., 2022; Jaipong et al., 2022; Lim, 2022; Jaipong et al., 2023; Viphanphong et al., 2023; Sitthipon et al., 2023).

In addition, secondary data was collected by obtaining information from internet sources, including official papers, academic articles, and relevant websites, regarding Human Resource Management, Change Management, Corporate Culture, Values, and Multi-National Corporations. The secondary was reviewed between December 2020 and March 2023.

RESULTS

Identifying the Causes of Change: Intel's SWOT Analysis (1999-2001)

A sustainable competitive advantage is establishing operational efficiency or differentiation against competitors (Porter, 1996). While Porter's Five Forces Model suggests the five underlying forces that determine the firm's competitiveness, the shift of these forces also implies the causes of change or the Strategic Inflection Points (SIP), where the business dynamics begin to shift (Grove, 1996). This study reviewed Intel's SWOT position during the 1999 – 2001 Dotcom Bubble period (Figure 3) and subsequently formed the basis for the analysis of Intel's Crisis Responses and Change Management Strategy in addressing the opportunities and challenges and the role that its cultural core values influence on the strategy.

STRENGTHS	**WEAKNESSES**
• Strong Financial Resources • Well funded R&D initiatives • Strong Brand Name "Intel Inside" • First Mover Advantage – Product Leadership in Microprocessor & Chipsets Technology • Dominant Market Share Position	• Revenue Dependent on Single Product Segment • Premium Pricing Strategy – In general priced higher than market competitors
OPPORTUNITIES	**THREATS**
• High growth in Dotcom industry • PC computing power improvement– narrowing the gap of super computers • The progressive of Artificial Intelligence (AI) development – The need of computing powertrain • Internet of Things / Big Data growth	• Increase in competition and volatility in both computers and microprocessors industry • Rapid Technological Migration : Product, Process and Materials. • The Dotcom Bubble Bust Impact

Figure 3. Intel's State of the Union 1999-2001: The SWOT Analysis.
Source: Author generated, 2023.

First Mover Advantage: The Technological Challenges

First Mover Advantage (FMA) is achieved when a firm successfully gains above-average profit by being the pioneer in offering a product or service to the market. One of the sources where FMA can be derived from Technological Leadership (Lieberman & Montgomery, 1988; Suarez & Lanzolla, 2005). Since Intel's incorporation, the company has built its successes over the technological leadership strategy, from the development of Dynamic RAM to its microprocessor segments. The FMA strategy resulted in its market share domination and above-average profit margin, at least most of the time.

While FMA offers an appealing proposition for firms to make the first move, a similar notion also comes with its risk and uncertainty. In Intel's case, the FMA strategy does have a fair share of setbacks throughout its history, the exit of the memory chip segment in the 1980s and the Pentium Floating Point Unit (FPU) Bug in the 1990s (Grove, 1996). In general, Intel derived its technological leadership from its in-house R&D: 1) Product Design Capability – the ability to develop next-generation chips with better performance and efficiency, and 2) Manufacturing Technology Development Capability – the ability to develop process technologies that are commercially viable and operational Efficiency (Grove, 1996). Exhibit 4.0 highlighted the key technological challenges experienced by Intel and the implication of these challenges to the business during the 1999-2001 period.

Organizational Conflicts between Functional Roles: R&D, Production and Finance

Inter-functional conflict has been a common issue in managing change. Several studies have shown controversial views on the impact of inter-functional conflicts, both constructive (Xie, Michael & Stringfellow, 1999; Deetz & Stevenson, 1986) and destructive (Schwenk & Cosier, 1993) effects towards organizational performance. The existence of organizational conflicts sometimes is necessary for check and balance and to promote critical thinking if the conflict can be managed by a collaboration and integration approach (Xie, Michael & Stringfellow, 1999).

Table 1. Intel Technological Challenges and Impact

TECHNOLOGY ASPECT	TECHNOLOGICAL INITIATIVES	RATIONALE/ INTENDED GOAL	TECHNOLOGICAL CHALLENGES ENCOUNTERED	IMPLICATION TO INTEL BUSINESS
Product Design	• The migration of 200mm to 300mm Wafer technology • The Die Shrink and Yield Volatility • Product Material consistency	• The anticipation of larger wafers with the smaller chips enabled by 0.13-micron technology will significantly increase production efficiency. • Die shrink to reduce overall cost, allowing more processor dies to be manufactured on the same silicon wafer • New packaging material to reduce inductance, allowing higher-speed signals, and better heat transfer	• The aggressive technological migration: 200mm to 300mm Wafer technology combined with 0.13-micron shift presented lower yield results than the intended target. • New Packaging Materials encountered an unforeseen quality issue: Engineering Build versus Manufacturing Ramp	• Lower yield output resulted in higher production costs • Delays in product launch and bottleneck processes drive higher capital expenditure spending • Supply Chain Planning was highly unpredictable • Back-end Capacity Planning highly challenging and unrealistic lead time
Manufacturing Process Development	• Migration of Manufacturing Process from 0.28 micron to 0.15/0.13 micron • Migration to Flip Chip Pin Grid Array (FCPGA) assembly process • The stability of new Assembly/Test manufacturing processes	• Anticipation product cost improvement: 0.28 micron to 0.15/0.13 micron • Smaller assembly than the traditional carrier-based system • New Assembly/Test manufacturing process with higher output capacity and more automation initiatives: reduction in labour-intensive processes	• Actual process outputs were lower compared to the development of target parameters. • Automation initiatives faced with setbacks due to unforeseen design issues which experienced lower productivity than anticipated	• The unstable manufacturing process affected the overall operational efficiency • Process modification and improvement fix at the manufacturing level observed scraping of equipment • Higher Re-development/upgrade costs • The surged in capital spending alerted the highest level of Intel management, resulted in an Employee Bonus (E.B.) target assigned Key Performance Indicator (KPI) established for FY1999.

Source: Author generated, 2023.

Without exception, the Intel technological issues during the period inevitably experienced the inter-functional conflicts phenomenon. Abiodun (2014) suggested that conflict can occur because of structural or personal factors. Intel's causes of disputes can be attributed to the following:

1) **The difference in the functional objectives and KPIs**
   The individual or functional performances are measured against the respective scope of work. In intel's case, the R&D group mainly focuses on developing products and processes based on a set of key deliverables; the production group is measured on its fulfilment of production targets, and finance emphasizes meeting the target costs and within its budget. Conflicts arise when additional resources are needed to meet their KPIs due to unforeseen development while finance tries to keep everything within the budget.

2) **Lack of understanding of the dispute backgrounds and needs.**
   Lack of understanding can be due to the absence of knowledge and skillsets over the subject matters, such as finance personnel limited technical competencies to comprehend the engineering data or material development, vice versa, the lack of understanding by technical/operational personnel on the importance of financial modelling and budgeting. Information is vital for strategically formulating the necessary strategies (Porter & Millar, 1985). The lack of information and communication to address the subject matters timeliness of Information flow also contribute to the conflicts.

3) **The defensive behaviour towards accountability**
   Finding the issue's root causes is the fundamental task in formulating corrective actions. However, the process is commonly perceived as an attempt to designate fault and put the blame. The fear and defensive perception create the tendency to be less cooperative and led to defensive behaviour towards sharing information.

The Comfort Zone Syndrome (CZS): Diminishing Critical Thinking & Innovative Problem-solving.

Many studies have been established on the relationship between the comfort zone with change management over the decades (Tuckman, 1965; Tuckman & Jensen, 1977; Bardwick, 1995; Carnall, 2007). White (2009) defines the comfort zone as the behavioural state within which a person operates in an anxiety-neutral condition, using a limited set of behaviours to deliver a steady level of performance, usually without a sense of risk. The comfort zone syndrome is one of the manifestations of change resistance due to its early stage of "defensive" behaviours (Tuckman, 1965; Carnall, 2007), which leads to organizational conflicts.

Critical thinking is widely researched in psychology, philosophy and organizational behaviours. Its significance is evidenced throughout the history of human civilization in military victories, technological breakthroughs and the modern-day's strategic management of nations and corporations. Facione (2011) defines Critical Thinking as "a purposeful, self-regulatory judgment which results in interpretation, analysis, evaluation, and inference, as well as an explanation of the evidential, conceptual, methodological, or contextual considerations upon which that judgment is based", which shared the similarities in the concept of strategic thinking.

Innovative or creative problem-solving is a critical element in developing a competitive advantage. Porter (1985) suggests that competitive advantage can be attained by performing tasks differently or more efficiently than competitors. Kirton (1980) described the two distinctive styles in problem-solving, the innovator's approach, which favour radical and new solutions, and adaptors that improve the existing ways on a gradual basis. Sidhu & Deletraz (2015) suggest the correlation between the comfort zone effect on entrepreneurship success and innovation culture that seminal entrepreneurship and innovation skills can be learned.

Regarding White's Comfort Zone Development Phases Framework (1995), Table 2 shows the correlation between Intel's management strategy and the inter-functional stakeholder's comfort zone development phases.

Table 2. Correlation of Intel's management strategy and the inter-functional stakeholders' Comfort Zone Development Phases.

Comfort Zone Development Phase	State of Affairs: Intel's Inter-functional Stakeholders	Management Approach
Forming/Denial Unwilling/Unable, Defensive, Fearful, Resentful	• Sense of Stress and Anxiety & Fear of blame for the downfalls. • Strong remarks from top management on their dissatisfaction of outcome: unfavourable comments include: lack of planning and problem-solving initiative, dysfunctional on inter-functional communication, poor critical thinking • The tendency to fall back its existing policies & Standard Operating Procedures (SOP) as defence, insist nothing is wrong. • Observed reluctance to participate in the sharing of information & thoughts.	• Top management recognised an urgency to resolve the issues, responded with a clear directive conveyed down to the inter-functional stakeholders to fix the issues. • A task force was commissioned and sponsored by production-finance management, led by industrial engineering and operational finance. • A broad objective established: to meet production build target at stipulated target cost. • Two task force leads have a one on one meeting to discuss the issues and identifying the perceived root causes and segregate the short/medium/ long term plans.
Storming/Defence Willing/Unable, Defensive, challenging, aggressive, argumentative	• A stakeholder meeting involving, R&D subgroup: Product and Process Development team, respective geographical sites industrial engineering/capacity planning & Site operational finance. • Stakeholders share the issues and challenges faced and gaps between the inter-functional process • High tendency to cite SOPs and current process not able to accommodate the inter-functional needs • Allegations on inter-functional requests being unreasonable and citing current workload unable to accommodate. • Resistance continues to persist, but tension level is reduced after the sharing of issues and gaps	• Task-force leads identify membership for task force team to include a subgroup of the R&D: Product development, Equipment development; Geographical sites representatives • Compile an analysis of the gap between the earlier perceived root cause & incorporating feedback from inter-functional stakeholders. • The findings are correlated with historical events to ascertain their claims and consistency. • Reorganise the issues and gaps into three main clusters 1) Process related, 2) Resources/Skillset related and 3) ad-hoc related • The task force presented the findings to the senior management with the actions plan, prioritisation of tasks, resources needed and the milestone to address the tasks • Taskforce obtained management support and given the "green" light to proceed with the plan. • A Management Review process was introduced to evaluate the improvement of the task-force by way of the "report card" system based on five focus areas of 1) Problem Solving 2) Critical Thinking 3) Risk assessment, 4) timelines of information and 5) Quality of Presentation • A grading system (A for Excellent – E for Poor) with comment from Senior Management Staff (Vice Presidents above grade)

Norming/Discarding Unwilling/able, finding solutions, lack of self-confidence	• Inter-functional stakeholders begin to accept the limitations of the old ways. • The defensive level reduced with the new resources and support. • Fear level increase with concerns of being obsolete with the observation of new ways and perspective of problem-solving. • Increase of information now presents an alternative to inter-functional stakeholders to generate better options and analysis. • Self-confidence begins to build up, and constructive ideas and input begin to increase.	• Task-force begin to by communicating the findings to inter-functional stakeholders (Now part of the task-force) • Ad hoc resources and supports were brought in to address the process gaps and skillsets gap in performing analytical tasks • Expand the information networks by gaining access to critical information such as latest development data, key improvement projects to resolve design and development issues etc. • Integration of inter-functional process flow – engineering data to capacity impact, capacity planning to the product cost impact • Training, analytical tools demonstrations and cross-functional update sharing to promote better inter-functional understanding • The quarterly tactical planning review shows encouraging results with improvement on the overall quality of plan presentation, data-driven recommendations and scenarios.
Performing/Adaptation Willing/able works independently, confident	• Increase exposure to the newly introduce business process and skillsets, the flow of information begins to integrate into the inter-functional job nature. • More resources are injected to transform the daily task from data crunching to analytical and scenarios generation • Ad-hoc support and skillsets successfully transitioned into shareholders ownership and able to perform the tasks with high confident • Flawless inter-functional information flow • High morale within the task force members, high sense of achievement and dynamic team playing.	• With the recognition from top management, indicating it is on the right track, the task force begins to its next phase of change capitalising on its new operational efficiency. • The task force starts to tackle into more complex issues, namely challenging the SOP, revising the rule of thumb and formulating judgement decisions. • Innovative "Out of the Box" initiatives and solutions begin to set new precedence from reinventing the supply chain practice to set new benchmark goals to drive development directions for cost improvement • Results of the task force are show-case and regard by top management as the classic role model for effective strategic planning and execution. • The 11 members task force is awarded the Intel TMG Excellence award for" the outstanding 2001 cost reduction results, which surmounted aggressive goals and contributed to Intel's Profitability".
Adjourning/Internalisation Disengaging, seeking a new comfort zone, needs new goals	• The inter-functional stakeholders are duly rewarded & recognised (Promotion and Recognition) • Job satisfaction via the association of their tasks to the organisational ultimate goals and objectives • Capitalising the initial conflict point to implement the change strategy needed to address both challenges and opportunities. • Attained the new comfort zone as an effective team	• The success of the task force gained the top management acknowledgement of the need to make the task force a permanent function of the organisation structure. • The role of the task-force leads has been transformed into two senior middle management roles at their respective functions namely Strategic Capacity Planning Manager and Strategic Capital Finance Manager to continue driving the function of strategic/tactical planning function.

Table 3. Kotter's 8 Steps Change Model
Source: Author generated, 2023 Based on the Change Management Model of Kotler (2014).

8 Errors Why Corporate Change Efforts Failed	Kotter 8 Steps Change Model (2014)	Key considerations
Not Establishing a Great Enough Sense of Urgency	**Step 1:** Create a Sense of Urgency	– Identify/Articulate/Communicate – Gain and Consequences
Not Creating a Powerful Enough Guiding Coalition	**Step 2:** Build a Guiding Coalition	– Diversity of team (level, function, geographic location, tenure & ideas. – Ability and willingness to work with respect and energy. – A commitment to the change initiative
Lacking a Vision	**Step 3:** Form a Strategic Vision & Initiatives	– Communicable, Desirable, Creates a Verbal Picture, Flexible, Feasible, Imaginable & Simple.
Under communicating the Vision by a Factor of Ten	**Step 4:** Enlist a Volunteer Army	– A reason and motivation to join the movement. – A strong vision goes a long way. – Build enough momentum toward change. – Recognise the effort of existing volunteers & recruit more.
Not Removing Obstacles to the New Vision	**Step 5:** Enable Action by Removing Barriers	– Identify barriers, – Reason past initiatives have failed. – Common barriers include silos, parochialism, the pressure to hit numbers, complacency, legacy rules or procedures, and limited access to key stakeholders and leaders.
Not Systematically Planning For and Creating Short-Term Wins	**Step 6:** Generate Short-Term Wins	– Meaningful to others. People beyond the winner or winners care about the win, be it members of your team, another team, customers, stakeholders, etc. – Unambiguous, visible, and tangible such that people can replicate or adapt it. Wins have the most impact when they scale across organisations.
Declaring Victory Too Soon	**Step 7:** Sustain Acceleration	– Get more and more people involved, always looking for ways to expand the volunteer army, – New members new barriers new urgency – review and prioritise it
Not Anchoring Changes in the Corporation's Culture	**Step 8:** Institute Change	– Sustaining the new norms and replace the old ways – The synchronisation of the new innovative network of volunteers to the traditional hierarchical structure

Evaluation of Intel's Crisis Response and Change Management Strategy with reference to Kotter Change Model and Rahim Conflict Management Approach:

The contingency or situational approach suggests there is no one universal approach to managing change and conflict (Follett, 1940; Blake & Mouton, 1964; Rahim and Bonoma, 1979). Rahim and Bonoma (1979) identified two basic dimensions that distinguish the five approaches to handling conflict: concern for self and respect for others. The approach's preference depends on the motivation orientation towards the two dimensions.

While the approach to managing conflicts and change may be different and closely associated with the consideration of leadership styles (Rahim, 2002), considerable literature has been published over the years on the criteria of successful conflict and change management (Coch & French 1948; Lewin 1951; Lawrence, 1969; Shephard, 1967; DuBrin, 1974; Kotter & Schlesinger, 1979). Kotter's research (2007) finds little success in corporate change efforts. The study highlighted the eight common errors that constitute the failed change strategy, which was later incorporated as the eight steps change model (2014) (Exhibit 6.0).
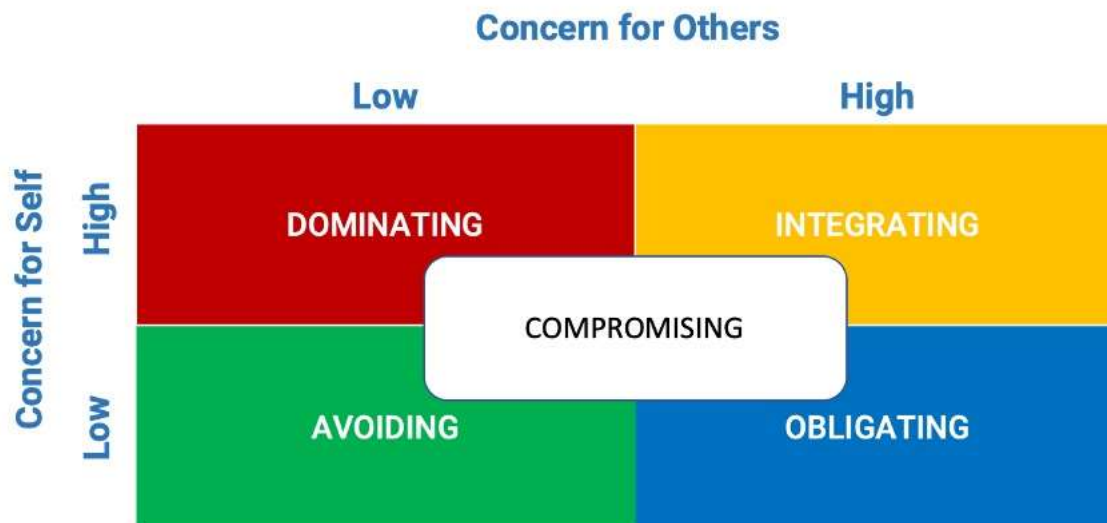
Figure 4. Rahim Two-Dimensional Conflict Management Style.
Source: Rahim and Bonoma, 1979.

The role organization culture and values: its inter-relationship with effective problem-solving.

Searching for the "right" organizational culture and values has been the holy grail of the management world, both academics and practitioners. Corporate culture is defined as a pattern of underlying assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel concerning those problems (Schien, 2010).

There are a large number of published studies on organizational culture. These studies suggest corporate culture and values influence the organization in multiple aspects such as leadership (Lok & Crawford, 2004; Baumgartner, 2009), performance management (Mosley, 2007; Den Hartog & Verburg, 2004; Parry & Proctor-Thomson, 2002; Gullett & Sixl-Daniell, 2008), change management (Atkinson, 1990; Lim, 1995) and innovation management (Ahmed, 1998; Martins & Terblanche, 2003).

Table 4 shows Intel's task force change strategies about the conflict management approach (Rahim & Bonoma, 1979) at each stage of Kotter's change framework and the underlying Intel corporate cultural core values in encouraging substantive or task-related conflict and discourage affective or emotional conflict (Rahim, 2002)

Table 4. Intel Conflict Handling Approach and Reinforcement of Intel Cultural Core Values Observed during the 8-Stage Change Process

Intel Conflict Handling Approach (Rahim Meta Model)	Intel Cultural Core Values	Intel Change Management Response (Kotter 8 Steps Change Model)
Dominating Approach • A speedy decision is needed. • An unpopular course of action is implemented. • Necessary to overcome assertive subordinates.	• **Customer Oriented** • **Quality** • **Result Oriented** • **Discipline**	**Step 1: Create a Sense of Urgency** • Top management recognised an urgency to resolve the issues, responded with a clear directive the inter-functional stakeholders to resolve the issues. • A CEO memo was communicated and circulate through email and corporate intranet on the top priority to focus on" Operational Excellence" (O.E.) with a 25% cut on capital spending directive. • The consequence of failure to achieve O.E. will be devasting to company reputation, share price performance and employee bonuses. • Intel Senior Management again was on 'war-room' mode (A crisis mode which was enacted during the 1994 "Pentium FPU Bug") – Updates on key issues on a regular interval basis daily
Integrating Approach • Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem. • Resources possessed by different parties are needed to solve their common problems.	• **Customer Oriented** • **Result Oriented** • **Discipline**	**Step 2: Build a Guiding Coalition** • A task force was commissioned and sponsored by production-finance management, led by industrial engineering and operational finance. • A Management-Sponsored task force demonstrates a commitment to problem-solving • A task force structure with a diversity of functions and level.
Integrating Approach • Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem.	• **Result Oriented** • **Discipline**	**Step 3: Forming a Strategic Vision and Initiatives** • A clear, simple and measurable goal established: to meet production build target at stipulated target cost. • Task-force leads brain-storm and deliberate the issues and identifying the perceived root causes • Segregate and formulate the short/medium/long term plans. • Compile an analysis of the gap between the earlier perceived root cause & incorporating feedback from inter-functional stakeholders. • A Monitoring and Review process was introduced to evaluate the improvement of the task-force by way of the "report card" system based on the 5-focus area of 1) Problem Solving 2) Critical Thinking 3) Risk assessment, 4) timelines of information and 5) Quality of Presentation

Integrating/Compromising Approach • Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem. • Resources possessed by different parties are needed to solve their common problems. • Goals of parties are mutually exclusive. • Consensus cannot be reached. • A temporary solution to a complex problem is needed.	• **Customer Oriented** • **Result Oriented** • **Discipline** • **Great Place to Work** • **Risk-Taking**	**Step 4: Enlist a Volunteer Army** • Task-force leads identify membership for task force team to include a subgroup of the R&D: Product development, Equipment development; Geographical sites representatives • A stakeholder meeting involving, R&D subgroup: Product and Process Development team, respective geographical sites industrial engineering/capacity planning & Site operational finance. • Stakeholders allowed and encouraged share issues and challenges faced, and gaps between the inter-functional process, the perceived of understanding/misunderstanding between inter-functional stakeholders – "Get it off your chest" sessions. • "Set aside the difference, and take a leap of faith".
Integrating Approach • Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem. • Resources possessed by different parties are needed to solve their common problems.	• **Customer Oriented** • **Result Oriented** • **Discipline** • **Great Place to Work** • **Risk-Taking** • **Quality**	**Step 5: Enable Action by Removing Barriers** • The task-force presented the findings to the senior management with the actions plan, prioritisation of tasks, resources needed and the milestone to address the tasks • Taskforce obtained management support and given the "green" light to proceed with the plan. Ad hoc resources and supports were brought in to address the process gaps and skillsets gap in performing analytical tasks • Expand the information networks by gaining access to critical information such as latest development data, key improvement projects to resolve design and development issues etc. • Integration of inter-functional process flow – engineering data to capacity impact, capacity planning to the product cost impact • Training, analytical tools demonstrations and cross-functional update sharing to promote better inter-functional understanding

Integrating Approach
• Issues are complex.
• Synthesis of ideas is needed to come up with better solutions.
• Commitment is needed from other Parties for successful implementation.
• One party alone cannot solve the problem.
• Resources possessed by different parties are needed to solve their common problems.
	• **Customer Oriented**
	• **Result Oriented**
	• **Discipline**
	• **Great Place to Work**
	• **Risk-Taking**
	• **Quality**
		Step 6: Generate Short-Term Wins
		• Positive Improvements in the three aspects of gaps identified at the beginning of the task force
		  1) Process related: Inter-functional information flow is synchronised and enhanced via access to the critical data source and updates from the expanded
		  2) Resources/Skillset associated; New Skillsets are developed, Job Enrichment with analytical centric, efficiency and effective of Inter-functional stakeholders enhanced.
		  3) Ad-hoc related: The element of surprise events now reduced to anticipated events, issues now being on a predictive-mode rather than damage control mode as a result of 1) and 2) aspects significantly strengthen and aligned.
		• The quarterly tactical planning review shows encouraging results with improvement on the quality of plan presentation, data-driven recommendations and scenarios.

Integrating Approach		Step 7: Sustain Acceleration
• Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem. • Resources possessed by different parties are needed to solve their common problems	• **Customer Oriented** • **Result Oriented** • **Discipline** • **Great Place to Work** • **Risk-Taking** • **Quality**	• Positive recognitions reinforced the significant contribution of the enlisted task force • Expansion of the task force scope to tackle into more complex issues, namely challenging the SOP, revising the rule of thumb and formulating judgement decisions. • Membership admission transform from a "recruitment" mode to an "apply in" mode – as a platform to seek solutions and directions of inter-functional stakeholders • Innovative "Out of the Box" initiatives and solutions begin to set new precedence from reinventing the supply chain practice to set new benchmark goals to drive development directions for cost improvement • Pre-emptive Impact analysis now translates into proactive actions rather than reactive fixing; head-ups are addressed to the source of potential issues before the event escalated.
Integrating Approach		Step 8: Institute Change
• Issues are complex. • Synthesis of ideas is needed to come up with better solutions. • Commitment is needed from other Parties for successful implementation. • One party alone cannot solve the problem. • Resources possessed by different parties are needed to solve their common problems.	• **Customer Oriented** • **Result Oriented** • **Discipline** • **Great Place to Work** • **Risk-Taking** • **Quality**	• The function of the task force was made permanent and incorporated into the hierarchical structure of the organisation. • The Taskforce information process flow now supersedes the old process becoming the new SOP. • The role of the task-force leads has been transformed into two senior middle management roles at their respective functions namely Strategic Capacity Planning Manager and Strategic Capital Finance Manager to continue to drive the function of strategic/tactical planning function.

Source: Author generated, 2023.

DISCUSSION:

The observations from this study suggest Intel's inter-functional conflicts were root-caused by weaknesses in inter-functional communications that led to the issues as discussed in the early section of the study: 1) Difference in functional objectives and KPIs, 2) Lack of understanding of the dispute backgrounds and needs, and 3) the defensive behaviours towards accountability. The perceived CZS within Intel's organization implies its impact towards change resistance which leads to diminishing critical thinking and innovative problem-solving, ultimately affecting organizational performance. While inter-functional conflicts have adverse effects on overall organizational performance; however, the ability to manage these conflicts constructively can lead to long-run organizational performance enhancement, as observed in this study.

The evaluation of Intel's Conflict and Change Management Strategy using the Kotter-Rahim-White multi-dimensional models suggests two improvement areas to Intel's SHRM framework:

1. The Need to Enhance Organizational Structure to Facilitate Effective Inter-Functional Communication

Inter-Functional Communication (I.C.) is commonly undermined due to the presumption that it is part of the organizational norm. Unfortunately, the reality is far from the truth, with recent studies suggesting the importance of I.C. in many aspects of business management, from successful strategic planning and execution (Meade, 2010), to successful organizational change (Kotter, 2014). While the academic definitions of I.C. remain widely debatable, for this study, I.C. is defined as "the exchange of information and ideas within an organization" (Bovée & Thill, 2000).

The organizational communication orientations can be identified as vertical and horizontal communication. Vertical communication is generally related to the chain of command, reporting and decision makings based on a hierarchical structure. Horizontal communication facilitates the coordination of resources and enables the performance of tasks to achieve the overall goals and objectives. This study suggests the efficiency of information flow of a better integrated horizontal organizational structure will tend to be more robust and dynamically agile to problem-solving, especially in the high-specialization, geographical and "silo" hierarchical organizational structures, which are common in large multi-national companies.

An organizational framework incorporates a secondary cross-functionals organizational communication structure, which aims to enhance the efficiency of information flow and effective decision-making based on commonly aligned objectives.
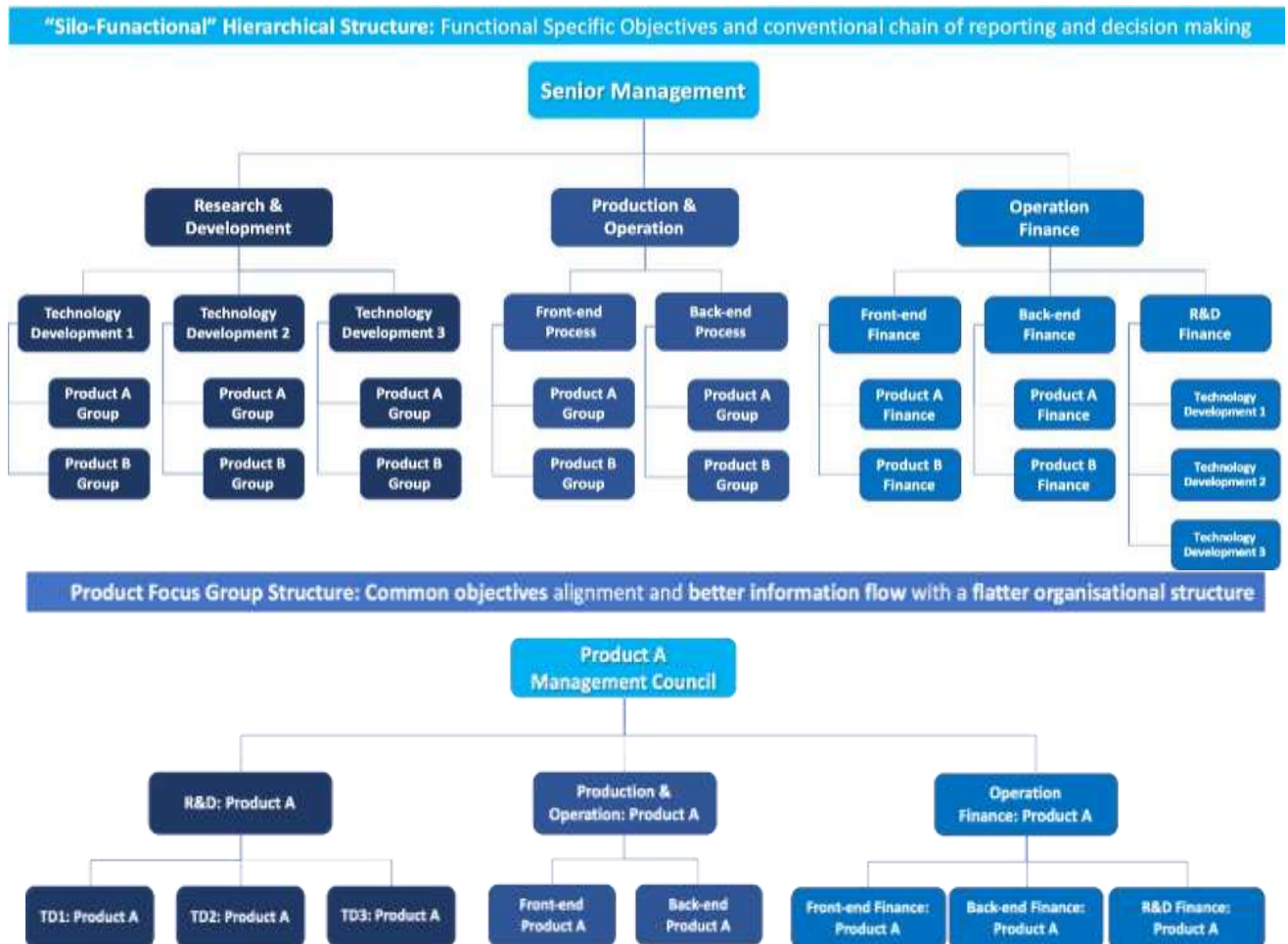
Figure 5. Proposed Organizational Structure Enhancement
Source: Author generated, 2023

2. The Need to Enhance the Acculturation and Reinforcement of Corporate Culture Core Values in the Human Resource Development (HRD) framework.

The human capital development strategy is gaining importance to attain strategic and tactical advantage via technological or market penetration within the SHRM framework. While there are many debatable arguments on the "right" human capital development strategy, one of the mainstream works of literature is the cultures and values impact on organizational conflict and change management.

Decades of studies showed various causes of conflicts derived from differences in geographical locations, religious beliefs, mergers and acquisitions, competencies background, leadership styles and many others. The consensus from these studies acknowledges the fact – Differences create conflicts. With the increasing trend of globalization and cross-border trades, it evidenced the increased interest in the studies of the SHRM's role in developing the

organizational cultural values framework for effective acculturation of corporate values, which leads to the enhancement of overall performance both at the employee and organizational level in the long-run.

While observations from this study suggest the existence of a robust corporate culture core values framework has a positive impact in resolving inter-functional conflicts, driving effective change strategy, and ultimately improving organizational performance. Hence, this study recommends a holistic HRD strategy that is tangible rather than superficial in culturing the core values.

Figure 6 summarised a further enhancement of the HRD framework with an organizational learning initiative to fortify the stage 8 outcomes of Kotter's change model. A showcase and case study workshop should be conducted as part of the organization's training and development plan for induction and integration programs to equip the employees with valuable learnings and expectations to deal with similar scenarios.

CONCLUSION:

George Bernard Shaw said: "The single biggest problem in communication is the illusion that it has occurred". This notion demonstrates the risk of assuming organizational communication is a natural evolution by its existence, which forms part of the reason for communication breakdown in the information flow. Peter Drucker suggested, "the most important thing in communication is hearing what isn't said". This view supports the findings, which indicate the importance of observing the causes of resistance and allowing the expression of ideas at the initial stages of the conflict and change management process.
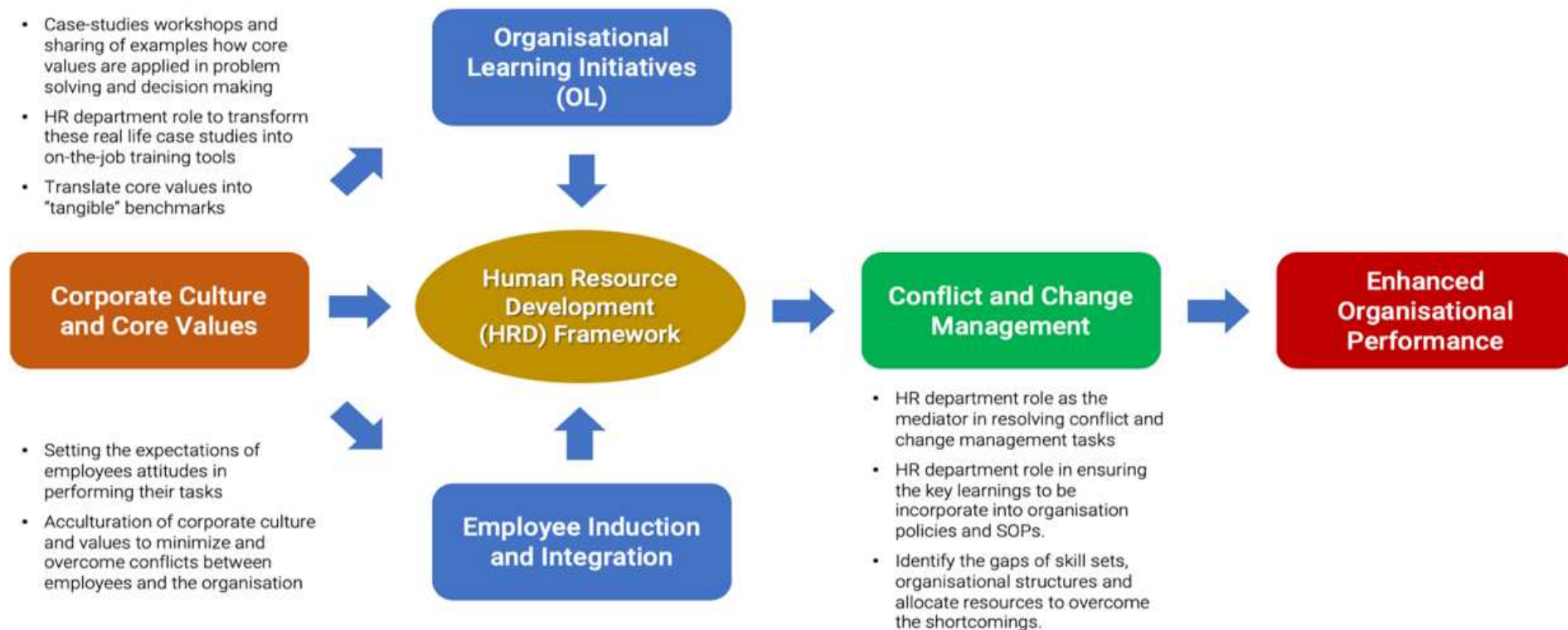
Figure 6. A Proposed HRD Framework: Integration of Corporate Culture and Core Values
Source: Author generated, 2023.

The study also observed the processes of conflict management and organizational change management processes are "mutually inclusive", as a constructive conflict at the initial stage of change management will create the needed dynamics for identifying the gaps and formulation of innovative solutions to address those gaps. A clear set of ground rules for initiating the conflict confrontation requires openness, positivity, understanding of "there are always solutions to problems", and mutual trust and respect among participants. The study witnessed the contingency approach conflict management throughout the change process has a positive impact in guiding towards achieving the goals of the change process.

Corporate culture and values can be learned and unlearned. This study suggests the importance of an HRD framework emphasizing organizational learning initiatives to enhance corporate culture and values integration at employee induction and development. The study argues that the existence and reinforcement of Strong Corporate Culture Core Values are vital in driving effective change and conflict management by diverting "emotional" conflict towards "Task-Related" conflict.

As Peter Drucker quoted, "learning is a lifelong process of keeping abreast of change, and the most pressing task is to teach people how to learn", this study stresses the importance of a holistic SHRM strategy in the organizational strategic management framework and its significance in fostering the right corporate culture for adapting to change towards organizational performance.

FUTURE CHALLENGES: The Need for Continuous Technological Edge and Beyond

Change and continuity are the main driving force behind Intel's successful history. The digitization era marked the rapid technological breakthroughs that reshaped the business environment we know, from personal computers to artificial intelligence, social media to the Internet of Things, cloud networks to Big Data, mobile connectivity to 5G technologies and many others. These innovations were fully realized in part due to Intel computer processing technologies which continue to push the technologies to envelop.

These rapid changes in the technological landscape perhaps imply the frequency of the Strategic Inflect points emerging, as described by the late Intel's Chairman Andy Grove, has become more frequent than what Intel experienced in the past. The key to survival and remaining relevant in the business competition, perhaps, now lies in the ability to make the least mistakes in adapting to change faster.

In Intel's 2019 annual report, CEO Bob Swan stressed the potential of data had increased Intel's addressable market to nearly $300 billion. The company's key focus will be on innovating and investing across six pillars of technology that will continue to drive Intel's product leadership: process and packaging, architectures, memory, interconnects, security technologies, and software. At the same time, Intel Labs is researching completely new approaches to computing—such as neuromorphic, probabilistic, and quantum—that could unlock new opportunities.

This directive suggests the potential of acquiring technological competencies or market penetration via merger and acquisition strategies. Therefore, the challenges lay in seamlessly integrating these foreign entities into the Intel culture. Intel management recognized the significance and intensely focused on cultural evolution, as success will determine Intel's performance over the next decade, as stipulated in the annual report.

Figure 7. Intel Core Values Evolution: 1999 versus 2019.
Source: Intel Corporate Website.

Table 6. The Five Focus of Organisational Learning Concepts

Focus	The concept of organisational learning	Practices
Individual learning	"Organisational learning occurs when individuals within an organisation experience a problematic situation and inquire into it on the organisational behalf" (Argyris and Schon, 1996, p. 16)	Staff training and development
Process or system	Organisational learning is the process whereby organisations understand and manage their experiences (Glynn et al., 1992)	Enhancement of information processing and problem solving capability
Culture or metaphor	"A learning organisation should be viewed as a metaphor rather than a distinct type of structure, whose employees learn conscious communal processes for continually generating, retaining and leveraging individual and collective learning to improve performance of the organisational system in ways important to all stakeholders and by monitoring and improving performance" (Drew and Smith, 1995)	Creation and maintenance of learning culture: collaborative team working, employee empowerment and involvement, etc.
Knowledge management	Organisational learning is the changes in the state of knowledge (Lyles, 1992, 1998). It involves knowledge acquisition, dissemination, refinement, creation and implementation: the ability to acquire diverse information and to share common understanding so that this knowledge can be exploited (Fiol, 1994) and the ability to develop insights, knowledge, and to associate among past and future activities (Fiol and Lyles, 1985)	Facilitation of interaction and strengthening of knowledge base
Continuous improvement	"A learning organisation should consciously and intentionally devote to the facilitation of individual learning in order to continuously transform the entire organisation and its context" (Pedler et al., 1991)	The adoption of TQM practices

Source: Wang & Ahmed (2003).

RECOMMENDATIONS:

While there is no "hard and fast" rule when it comes to conflict and change management, this study supports the argument of a contingency approach in conflict handling (Rahim, 2002) and managing the change process (White, 2009; Kotter, 2014). Hence, the organizational structure that supports cross-functional communication, seamless corporate culture, and values integration are the critical success factors to facilitate an effective change process to achieve sustainable organizational performance (Kotter, 2014).

Intel's evolution effort over its corporate culture and values recognizes these critical success factors. While three of the original core values are retained, the evolution saw the expansion of "Great Place to Work" to two new core values, namely "Inclusion" and "One Intel", which reaffirmed the argument of this case study on the importance of embracing a common culture and values.

The evolution effort also observed the integration of the two old values, "Discipline" and "Result-Oriented", into "Truth and Transparency". The illustration of

the new core value defines the importance of openness, innovative problem-solving and "integrating" as defined in Rahim (2002) two-dimensional approach. In addition, the value also stresses the importance of the communication process in delivering results.

Hence, as discussed in the earlier section, the potential improvements suggested the two improvement areas are mutually inclusive. The organization structure alignment will facilitate a smoother cross-functional communication and decision-making process towards the common goals and objectives and be supported by a holistic HRD framework emphasizing initiative and focus on the acculturation of culture and values, especially during the induction and integration stage.

IMPLEMENTATION:

Wang & Ahmed (2003) identify five focuses on organizational learning (Exhibit 12.0), which summarise a learning organization is founded on the learning process of individuals in the organization. Applying learning at the corporate level was primarily conditioned on individual learning, training, and development. The method of individual learning significantly impacts the concept and practices of organizational learning.

Based on these organizational learning concepts, this study suggests learning via role models and a holistic HRD case studies workshop session. The suggestion begins with the Human Resource Department researching case studies of successful scenarios within the organization and analyzing the practices that conform to the highest standards of Intel's core values. "Showcase" sharing from employees and senior management experience with reference in specific scenarios within the organization to provide more tangible examples of the expectations on core value conformance, critical thinking and innovative problem-solving.

Another fact to note is that not all learning is positive learning. While organizational learning attempts to teach the employees the right things to do, it is also as important to highlight those pitfalls to discourage such practices. Therefore, the need to ensure that organizational learning takes place not only builds competencies but, at the same time, mitigates terrible habits.

An introduction of an Annual Recognition/Awards on the practice of Intel's core values and the incorporation of measuring the conformance of employee performance to Intel's core values in the annual employee appraisal. This practice will reinforce the commitment and emphasis on the importance of Intel's core values at the organizational level. The idea of the initiative is to make the corporate culture and value "tangible" other than just superficial. These HRD initiatives should be implementable within the existing organizational resources without significant investments.

DISCUSSION QUESTION:

1) The Covid-19 Pandemic has changed the way of life and the workplace. Social Distancing and working from Home have placed today's managers in the position of leading virtual teams without face-to-face human interaction. This new norm increased the challenges of the task of managing a team by way of communication effectiveness and efficiency. What are Intel's key challenges and possible measures to address the issue?

2) Global economic growth and employment rates are under siege as the tension of trade wars continues to impose tit-for-tat trade sanctions, according to the World Trade Organization (WTO). The U.S. companies with a significant manufacturing presence in China are looking at approaches to downsizing are on the rise. What are the possible impacts of the trade wars on Intel's human resource management?

3) Technologies and Analytic Tools have reshaped the workforce with increased automation adoption. In Human Resources (H.R.) function, technology brings intelligence to H.R., transforming H.R. into an influential consultancy/coaching role. However, the H.R. department is traditionally viewed as a supporting administrative function rather than a strategic part. What are the key challenges the H.R. department faces in increasing its role at the strategic management level?

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