

แนวทางการสร้างผู้ประกอบการสตรีรุ่นใหม่: กรณีศึกษาการบริการดูแลสุขภาพ

THE GUIDELINE FOR MAKING NEW WOMEN ENTREPRENEUR A CASE STUDY OF HOME HEALTH CARE SERVICES

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การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษารูปแบบของการทำธุรกิจการให้บริการดูแลสุขภาพและนำเสนอแนวทางการสร้างผู้ประกอบการหญิงใหม่ในอำเภอสันทราย จังหวัดเชียงใหม่ ผ่านแบบจำลองธุรกิจ Business Model Canvas ผู้วิจัยใช้ระเบียบวิธีวิจัยเชิงคุณภาพด้วยวิธีการสุ่มตัวอย่างแบบเชิงพาณิชย์ ใช้การสัมภาษณ์แบบกึ่งมีโครงสร้างเป็นการเก็บรวบรวมข้อมูลโดยการสัมภาษณ์เชิงลึก ผู้ให้ข้อมูลหลักประกอบไปด้วยผู้ประกอบการที่ให้บริการด้านการดูแลสุขภาพ จำนวน 10 คน บุคลากรทางการแพทย์ในโรงพยาบาล จำนวน 6 คน บุคลากรทางการแพทย์ในศูนย์สุขภาพชุมชนจำนวน 5 คน บุคลากรด้านการกู้ซื้อและกู้ภัย จำนวน 4 คน และบุคลากรด้านการสาธารณสุข จำนวน 5 คน ในเขตอำเภอสันทราย จังหวัดเชียงใหม่ รวมทั้งสิ้น 30 คน ประกอบไปด้วย ผลการศึกษาพบว่ารูปแบบในการทำธุรกิจการให้บริการดูแลสุขภาพสำหรับผู้ประกอบการหญิงสามารถแบ่งได้เป็น 3 รูปแบบคือ 1) ธุรกิจสถานรับดูแลผู้สูงอายุ 2) ธุรกิจการรับส่งผู้สูงอายุ และ 3) ธุรกิจการดูแลผู้สูงอายุที่บ้าน นอกจากนี้จากการวิจัยยังพบว่าแนวทางในการสร้างผู้ประกอบการหญิงใหม่นั้น ต้องมีเข้าใจพื้นฐานในการดำเนินธุรกิจ ซึ่งมีองค์ประกอบในการพิจารณาดังต่อไปนี้ 1) กำหนดรูปแบบการให้บริการ 2) กำหนดประเภทของผู้ใช้บริการหรือลูกค้า 3) กิจกรรมหลักในการให้บริการ 4) ทรัพยากรหลักในการดำเนินกิจการ 5) การสร้างเครือข่ายกับการบริการที่เกี่ยวข้อง 6) กำหนดแหล่งที่มาของรายได้ 7) มีความเข้าใจต้นทุนในการดำเนินงาน 8) การใช้เครื่องมือสื่อสารที่เหมาะสม 9) รักษาความสมัพนธ์กับลูกค้า

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Abstract

The objectives of this research were to study the pattern of home health care services and provide the guidelines for creating new women entrepreneurs in Sansai District, Chiang Mai Province, using the Business Model Canvas. The researcher used qualitative research and used purposive sampling method. A semi-structured interview was used to collect data through in-depth interviews. The informants consisted of ten healthcare and elderly care entrepreneurs, six healthcare workers working in the hospital, five healthcare workers working in promoting hospitals, four rescue workers, and five public health officers in Sansai Chiang Mai, a total of 30 persons. The results show that home health care services for women entrepreneurs could be divided into three types: 1) nursing homes, 2) elderly transportation services, and 3) home elderly care services. In addition, the results reveal that new women entrepreneurs should understand the basic concept of business operations. It consists of the following elements for consideration: 1) Determine the service model. 2) Determine the target customers. 3) Determine the key activities. 4) Identify the key resources. 5) Finding the network. 6) Consideration of the revenue. 7) Understand the cost structure. 8) Use appropriate communication tools. 9) Maintain customer relationships.

Keywords: New Women Entrepreneur, Home Health Care Services, Business Model Canvas

1. Introduction

Since the twentieth century, the population of older adults is experiencing growth in several countries. These populations started in high-income countries. It is now moved to low- and middle-income countries experiencing the most remarkable change (WHO, 2021). Based on UNDESA (2019), Thailand is an aging country with a low fertility rate and a large baby boomer population. The number of elderly older than 60 will be more than 12 million in Thailand by 2022 (Department of older persons, 2022). As a result, Thailand will become a super-aged society within 15 years, with morbidity and disability increasing as life expectancy increases (Teerawichitchainan et al., 2019).

Moreover, the growing number of older adults affects the quality of life of family members, both childhood and working-age folks. The number of family members continues to decline, and they spend more time outside, resulting in less time to take care of the elderly. Therefore, the long-stay care program is essential to link nursing home services to care for the elderly (Thumkosit et al., 2018). Concerning to home healthcare business sector, the home healthcare business has continued growth since 2017, even facing COVID-19. It was established over 79% in the first quarter of 2021, with revenue of 1,008.56 million baht (Department of Business Development, 2021). Thus, It is necessary to develop personnel or prepare entrepreneurs to start a home healthcare business for the elderly and special needs in the community.

However, there was some gap between men and women entrepreneurs, which men more likely to start a new business than women GEM (2022). Since women at work are being discussed worldwide, In this context, women entrepreneurs are comparatively more affected by challenges, including individual constraining factors. In this regard, improving women's empowerment is a good choice for sustainable development in Thailand. However, to develop personnel or prepare entrepreneurs, entrepreneurs need to understand or design the structure of organizations.

The business model canvas (BMC) provided by Osterwalder is popular among entrepreneurs as it helps them to make sense of doing business (Blank, 2013; Osterwalder, 2004). Therefore, we are interested in applying BMC to study the home healthcare service pattern and provide the guidelines for creating new women entrepreneurs in Sansai District, Chiang Mai Province. We begin by briefly reviewing the home healthcare business. Then, the entrepreneurship literature identifies the current research on women entrepreneurs. Next, the business model canvas is presented. Finally, we offer some suggestions.

Research Objective

1. To study the pattern of home health care services in Sansai District, Chiang Mai Province.
2. To provide the guidelines for creating new women entrepreneurs of home health care service in Sansai District, Chiang Mai Province.

2. Literature Review

Home healthcare services have become popular in Thailand since 2018. During the first quarter of 2021, 493 home healthcare businesses had a value of 1,615.93 million baht. Most of them are located in Bangkok and mainly in the central region accounting for 65.93%, followed by the northern region and the Eastern region accounting for 14.20% and 7.72%, respectively. The top 3 provinces with home healthcare services establishments are Nonthaburi, with 70 firms; Chiang Mai, with 37 businesses; Pathum Thani, and Chonburi, with 23 enterprises, respectively. In 2019, these sectors had an income of 1,008.56 million baht (Department of Business Development, 2021).

The Thai government has set national agenda for the aging society by providing regulations and laws to control the quality of services. The department of commerce also sets the standards for the business, which control the service quality and create a trust for customers. As the standards are essential for home healthcare services, the department of business development has organized programs to increase the potential for new entrepreneurs. These programs will attract Thai and foreign entrepreneurs expand market opportunities, and connect business opportunities between the elderly and related businesses (Department of Business Development, 2019). Moreover, in the context of Chiang Mai, Chiang

Mai is considered an aging society in which the proportion of older adults is as high as 18.8% of the population (379,118 people) (Department of older persons, 2021). Therefore, it is the best opportunity to study the guidelines for creating new women entrepreneurs in the context of home healthcare services.

Women entrepreneur

For decades, a vast number of scholars around the world have studied personality traits and characteristics as the keys factors for entrepreneurial success (Amornpinyo, 2018; Kerr et al., 2017; Littunen, 2000; Nair & Pandey, 2006; Ruangkrit & Thechatakerng, 2015; Troise & Tani, 2021). Recent research in entrepreneurship has shifted to women entrepreneurs (Ahl, 2006; Allen & Truman, 2016; Cardella et al., 2020; Strawser et al., 2021). Women represent half of the working-age population with rapid growth over 30 years (World Economic Forum, 2020; Yadav & Unni, 2016). The literature suggests that women can play a significant role in the entrepreneurship phenomenon and economic development, which could join forces to develop strategies (GEM, 2022; OECD, 2019; Sarfaraz et al., 2014). Lal and Arora (2017) suggested that a women entrepreneur could be a confident, innovative, and creative woman who can achieve self-economic independence individually or in collaboration. Women can also generate employment opportunities for others by initiating, establishing, and running the enterprise while keeping pace with their personal, family, and social lives.

Business Model Canvas

Business models can explain the performance and competitive advantage, rethinking and redesigning the organization (Hermawan et al., 2017; Massa et al., 2017; Zott et al., 2011). Supported by Zott et al. (2011), the business model can help firms run the business and understand the systems. It is essential to conceptualize the business model that focuses on explaining value creation and value capture. Cooney (2012) stated that the ability to communicate value is essential for entrepreneurs to advance their endeavors. As mentioned above, the business model canvas is helpful as a tool popular for entrepreneurs.

According to Osterwalder and Pigneur (2010), a business model canvas represents how the organization delivers value from a product or service. It consists of the target customers interested in products or services. The value proposition is the products or services managed to solve customers' problems and satisfy customers' needs. Customer relations are established, and the relationship with each customer segment is maintained. Key activities are the activities that make a value proposition to serve the customers. Key resources are required to create and deliver the value proposition. Key partners can be the network that helps the company acquire resources. Channels can be an interface between the company and the customers. A revenue Stream is generated from bringing value to the customer. The cost structure is the report of all operating costs of a business model.

3. Research Methodology

The qualitative approach was chosen to gain a deeper understanding of the context of new women entrepreneurs. By collectively exploring the pattern of home health care services, elements of the business model canvas can be drawn and used to create the guideline for creating new women entrepreneurs of home health care service in Sansai District, Chiang Mai Province. Purposive sampling was used. The criteria for a participant in the relevance are health workers in Sansai, Chiangmai. The informants consisted of ten healthcare and elderly care entrepreneurs, six healthcare workers working in the hospital, five healthcare workers working in promoting hospitals, four rescue workers, and five public health officers, a total of 30 persons. The participants were selected based on the following criteria: (a) their experiences as business owners to identify those with established businesses; (b) their working status as healthcare workers; (c) their working status in government sectors related to public health, health care, law and regulations. In-depth interviews of informants were performed. Every participant was interviewed with the same questions related to the nine business model canvas elements. Upon completion of interview transcription, full transcripts were sent back for 'participants' review. No other participants requested correction. The thematic approach was applied to uncover the participants inductively. The three authors reviewed the full transcription of every interview record. Manual coding was done to conceptualize the data (Braun & Clarke, 2012). The results were analyzed independently before discussions and consensus were reached on emerging themes.

4. Results

The results of this research are divided into two parts (a) the pattern of home health care services and (b) the guidelines for creating new women entrepreneurs of home health care service in Sansai District, Chiang Mai Province.

The pattern of home healthcare services

Data analysis and interpretation revealed the following findings. Themes are grouped by the home healthcare services pattern in Sansai District, Chiang Mai Province. We selected the pattern by focusing on value propositions and key activities from the business model canvas. A combination of value propositions and key activities drove the participants to pursue their businesses, as shown in Table 1.

Table 1 The pattern of home healthcare services

| Group | Value propositions | Key activities |
|-------|---------------------------------|--|
| 1 | Nursing homes | Short and Long term services Full service for customers, including transportation and healthcare staff |
| 2 | Elderly transportation services | 24/7 transportation services such as ambulances and medical vehicles |
| 3 | Home elderly care services | provide healthcare staff and nurses to take care of the customer at home |

The guidelines for creating new women entrepreneurs of home health care service.

As mentioned above, value propositions and key activities group themes into three groups. We considered the other elements of the business model canvas. Several challenges served as opportunities for participants to push forward ideas to the constructs of business. These constructs emerged with the largest number of codes compared with other above themes, highlighting inner competencies and external factors as initial factors for new entrepreneurs to get to know how to prepare for running their business

Group 1

This group focused on patients and elderly over 60 who earned 30,000 baht monthly income as Target customers. The customer relationship proposed after-sale service and provided some promotions to customers. A key resource concerned with the activities. The entrepreneurs need to improve the infrastructure to meet standards with professional staff. Channel concerned with the material to contact customers, such as mobile phones and Social media platforms (Line and Facebook). Key partners would be the nearby hospitals, Rescue Units, Financial institutions, and Public health agencies. The cost structure included fixed costs, such as medical equipment and supplies and labor, the variable costs, such as fuel, maintenance, and utility bills. The revenue stream is expected to earn from all kinds of services.

| | | | | |
|--|---|--|--|---|
| Key Partner -The financial institution - Public health - Nearby hospitals -Rescue Units | Key Activities - Short and Long term services - Full service such as transportation and healthcare staff | Value Proposition - Nursing homes | Customer Relationships -After sale service -Provided promotions customers | Customer Segments - 30,000 baht – Patients and elderly over 60 |
| | Key Resources - The office - Medical equipment and suppliers | | Channels -Mobile phones -Social media platforms | |
| Cost Structure - Medical equipment and supplies -- Fuel Utility bills | | Revenue Streams - Labor - Maintenance - All kinds of services (transportation and healthcare) | | |

Figure 1 The summarise for home health care service for group 1

Group 2

This group focuses on foreign customers or patients who earn 20,000 – 50,000 baht as target customers. The customer relationship proposed after-sale service and provided some promotions to customers. Key resource entrepreneurs need to improve or provide the standard of medical vehicles and the office. Entrepreneurs offer the media on offline and online platforms suitable for target customers as a channel. Key partners could be financial institutions to support finance in setting up a business, health workers, or nearby hospitals or home healthcare services. The cost structure included labor, transportation, fuel, rental and maintenance costs. The revenue stream is expected from the customer who uses the transportation services.

| | | | | |
|---|--|---|--|--|
| Key Partner -The financial institution - Health worker - Nearby hospitals - Home healthcare services | Key Activities - 24/ 7 transportation services | Value Proposition - Elderly transportation services | Customer Relationships -After sale service -Provided promotions customers | Customer Segments - Foreign customers - Patients who earn 20,000 – 50,000 baht |
| | Key Resources - The office - The standard of medical vehicles | | Channels - Offline and online platforms | |
| Cost Structure - labor - Rental | | Revenue Streams - Transportation services - Fuel | | |

Figure 2 The summarise for home health care service for group 2

Group 3

This group focuses on the 20,000 – 50,000 baht income patient who does not want to go to the hospital or any healthcare services. The customer relationship proposed after-sale service and provided some promotions to customers. Channel provided offline and online platforms. A key resource offered to the office and medical equipment and suppliers. Key partners could be the financial institution, cooperation with the college of nursing, public health, and medical device sales companies. The cost structure included labor, medical supplies, raw material, and office expense. The revenue Stream is expected to earn from patient care and patient food.

| | | | | |
|---|---|--|---|--|
| Key Partner -The financial institution -The college of nursing - Public health -Medical device sales companies. | Key Activities - Provide healthcare staff and nurses to take care of the customer at home | Value Proposition - Home elderly care services | Customer Relationships -After sale service -Provided promotions customers | Customer Segments - 20,000 – 50,000 baht income patient – Do not want to go to the hospital and any healthcare services |
| | Key Resources - The office - Medical equipment and suppliers | | Channels - Offline and online platform | |
| Cost Structure - Labor - Raw material | | Revenue Streams - Medical Supplies - Office expense - Patient care - Patient food | | |

Figure 3 The summarise for home health care service for group 3

5. Discussion and Recommendation

This research explained that new women would be needed to improve their creative thinking and the entrepreneurs' mindset to run new businesses. The focus is on the patterns and guidelines for new women entrepreneurs for home healthcare services. The home-based services and insurance coverage of home care are likely to improve. The policymakers should consider them, as (Dong et al., 2021) suggested. The preparation for entrepreneurs via BMC was necessary. The advantage of the BMC is its approach to value proposition design. The users can continually iterate the key activities and target customers. We found the value proposition and key activities of 30 informants, which supported (Osterwalder & Pigneur, 2010) suggestions. The different service's value propositions and key activities contribute to patterns of home healthcare services that businesses provide to target customers.

Moreover, This study confirms that women can generate employment opportunities for others by establishing and running the enterprise, which is supported by Lal and Arora (2017). The findings show that new women entrepreneurs need to start a business concerned with key activities, as (Sibalija et al., 2021) have recently found. The fact that the services would address the most important customers' needs suggests that entrepreneurs should be concerned about the potential of services that can serve their customers. Moreover, it is important that entrepreneurs select an appropriate tool to contact customers and create customer relationships, which is supported by Cooney (2012).

Our study has represented that the services would address the suitable price for customers concerning the revenue received and cost expenses. This result suggests that entrepreneurs should be concerned about the price of services that can serve their business (El-Shal et al., 2022; van Eijk et al., 2022) recently found. The value proposition block secures the two sides in the middle, which can be assumed as the result of the left side and the cause of the right side as reported for other BMC (Cooney, 2012; Hermawan, B., et al., 2017; Hermawan, F., et al., 2017; Massa et al., 2017; Osterwalder & Pigneur, 2010; Sort & Nielsen, 2018; Sparviero, 2019).

6. Conclusions

This paper determines that the study results explained the guidelines for making new women entrepreneurs via business model canvas. The results emphasize that the business model canvas can help new women entrepreneurs to understand basic business operations. In the initial stage of running a new business, the entrepreneurs should consider a service model that will be able to provide to its customers. Then, the target customers should be concerned that the services will be able to solve their problems or meet the customers' needs. Entrepreneurs create activities where activities are consistent with the service model. It will be a key success factor for the business and find key resources that can be used to drive and support the business.

Moreover, the network is also important in assisting and supporting the business. The most important thing for running the business will be considering its customers' revenue through its key activities. Entrepreneurs also need to use appropriate communication tools and create channels to deliver customer value propositions and maintain customer relationships by designing appropriate activities to deliver value to the target customers. Finally, entrepreneurs should understand the cost structure in business operations, which can help them to reduce unnecessary costs and control production costs. In conclusion, the business model canvas can help new entrepreneurs better understand the essential element of running a business.

7. Limitations and Future work

The new women entrepreneur's empowerment is necessary to gain more in-depth education in businesses such as marketing, management, and finance. The limitations of this research have been found. The samples used in the study are limited in terms of the number of respondents. This paper would benefit from a more sample and detailed description of business empowering potential women entrepreneurs. Future research should continue to study and empower potential women entrepreneurs in the same group till the depth of knowledge is established.

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