Dear ladies and gentleman, participants of International Conference on Organizational Innovations 2013, academics and scholars, presenters of research centers, educational institutes and business!

First of all, I want to warmly welcome You in Thailand. Last year choice of Huahin for being an ICOI-2013 venue was not occasional. Thailand now is seriously interested to consider each ability for own innovative development, to establish new and more effective forms of international collaboration in fields of innovative progress, areas of national innovative model formation. And I would like to express my deep gratitude to International association of organizational Innovations, whose efforts made possible this meeting of scholars and businessmen, interested in innovative modernization of society.

Innovative modernization has become a leading trend of world economic development. Innovations today are productive factor, which determines the economic progress, which reduces the company, society and country dependence on non-renewable natural resources. Innovations are the factor that can transform a country’s role in international division of labor, can open new perspectives for national society and business development.

Finally, innovations are new ways of social life, new style of thinking, involving freedom, and creativity, social and individual openness. Creating of innovative modernization organizational conditions is a laborious process, requires a consolidation of efforts of science and industry, government and private sector, all public associations. Attractive prospects and innovative modernization challenges push research in this area in every country, which cares about the own future. Only by creating better living and working conditions for company staff, for all members of society, for the inhabitants of the country, we can talk about their innovative development. I would wish to everybody here to work in the companies, and to live in the countries, where this principle is the only true and central to any situation.

In conclusion I would like to thank all participants for coming here, for their wonderful and useful research submitted during last year. I want to say, that Suan Sunandha Rajabhat University – as a leading public University of Thailand – is very proud to be a host of this significant and important conference.

To each participant I wish success, finding a new colleagues and friends, development of scientific and business contacts, new scientific discoveries that are benefit for society, business and government. And also enjoy your time in the most beautiful and hospitable resort of the most mysterious and smiling country.

Assoc.Prof.Dr.Luedech Girdwichai
President of Suan Sunandha Rajabhat University
FOREWARD

Welcome to International Conference of Organizational Innovation – 2013!

As a host of ICOI-2013 we tried to make a conference aimed to create a strong platform for academic and educational international collaboration. Innovative development always requires a breaking of any boundaries between scientists, an increasing of international informational and technological exchange, new forms of cross-cultural and transnational collaboration. Due to this I am very glad to see here, on a hospitable land of Thailand, presenters of dozens countries from every continent. It proves that our activity in a direction of common, global study of patterns for effective, competitive and successful innovative development is important, is required by society, science and business. International College at Suan Sunandha Rajabhat University is strongly related with innovation progress of Thailand and ASEAN. Academics of our college conduct research in areas of innovative development of Thai tourism, hospitality, and restaurant and airline business. We are science partners with Tourism Authority of Thailand, Thailand ministry of sport and tourism, with presenters of Thai and international business such as banks, airlines, and travel operators. Active external collaboration of SSRUIC with educational and research centers of ASEAN, Europe, Australia and USA opens huge prospects of international collaboration also within International Association of Organizational Innovations. I can express a strong interest of International College at SSRU to be an important science and educational hub in IAOI network, to be a base of international collaboration and research.

Furthermore, for making our conference work more effective and memorable, we tried to provide a maximum comfortable conditions for all our delegates. We hope rooms and facilities of beachfront Hilton Huahin spa and resort hotel, our special lunches and gala-dinner and also trips from Huahin in Santorini Park and Bangkok will provide to our participants an exclusive experience in the Land of Smile.

Therefore, I hope that the ICOI 2013 will achieve its objectives to provide our delegates with education, networking, leadership enhancement and a sweet memories.

Asst.Prof.Dr. Krongthong Khairiree
Director of International College at Suan Sunandha Rajabhat University
As the Honourable Chair of International Conference of Organization Innovation (ICOI) 2013, firstly I would like to congratulate the Suan Sunandha Rajabhat University Thailand for successfully hosting this annual conference.

The aim of ICOI-2013 is to serve as a primary channel of knowledge sharing and the promotion of innovation internationally. An important goal of the conference is to encourage learning from each other by exchanging ideas, views, and building networks.

A successful conference cannot be organized without the effort of many persons. I would like to thank all working team from IAOI organization, from Suan Sunandha Rajabhat University, and from faculty of Economics and Business Universitas Airlangga for their enormous contribution towards the detailed arrangement of this conference.

Furthermore, I would like to express my gratitude to the authors who submitted their papers to the ICOI-2013 conference as well as reviewers for their contribution and effort to an excellent conference proceeding.

Finally, let me welcome all of you to the ICOI-2013. I hope you will enjoy the conference and have a wonderful time during your stay in Hua Hin Thailand.

Regards,

Prof. Dr. Muslich Anshori
2013 ICOI Honourable Chair,
Dean
Faculty of Economics and Business
Universitas Airlangga
Indonesia
FOREWORD

Dr. Lane is a Professor and the Coordinator of the Doctoral Program in Educational Leadership at Southeastern Louisiana University in Hammond, Louisiana. Dr. Lane previously served as the Director of the National Center for Excellence in Distance Learning at California State University, San Bernardino.

Dr. Lane has an extensive background in Educational Administration and Leadership including experience as a school administrator in the public schools and as a department chair and an assistant dean on the university level. Additionally, he has chaired initiatives in developing copyright and intellectual property policies as well as successful accreditation procedures. Dr. Lane holds a Doctorate in Educational Administration from Texas A&M University - Commerce.

Dr. Lane has led delegations for People to People to South Africa and China to observe the quality of education including legal issues in education and the application of technology. He has over 130 publications in professional journals and books and over 110 presentations at local, state, national and international conferences. His current work centers on (1) intellectual property and copyrights issues and (2) assessing the needs of organizations and the skill level of the employees within those organizations to determine how to use the internet and computer applications to enable both the organization and the employees to be more effective.

Dr. Kenneth E. Lane
Coordinator of Doctoral Program
Department of Educational Leadership & Technology
Southeastern Louisiana University,
USA
FOREWARD

Welcome you to Hua Hin, Thailand: The City of Life. I hope that you will enjoy the beautiful scenery of the city, experience the culture and tradition of Thai as well as gaining practical and academic knowledge through this conference. We are very delighted to have more than 200 scholars to Hua Hin, Thailand to share their experiences with us. We are very grateful that Dr. Marius Potgieter from Tshwane University of Technology, South Africa and Dr. Sergey Ivanov from University of the District of Columbia, USA will give a keynote speech and also had more than 150 professors from other countries will join a panel discussion on “Industrial globalization and Technology Innovation“.

I also want to thank all the participants for contributing their papers to 2013ICOI. With your support, we have received more than 254 papers. We selected 204 papers for inclusion in this conference proceeding. In addition to regular paper presentations, we have also organized several special sessions to discuss issues of great interests to the participants.

Finally, may I wish this 2013ICOI reaps a bumper harvest in its harmonious atmosphere of academic interactions; and may I wish all of our respected attendants and friends enjoy a very wonderful time in Hua Hin, Thailand!

Brian C. Gozun, PhD
Dean of Ramon V. del Rosario College of Business
De La Salle University – Manila, Philippines
E-mail: brian.gozun@dlsu.edu.ph
FOREWORD

It is my great pleasure to welcome you to 2013 ICOI, the International Conference on Organizational Innovation and to the beautiful city of life – Hua Hin, Thailand. The conference will take place during July, 2 to 4; it has always attracted researchers, educators and practitioners of industrial engineering and related disciplines from all over the world. Participants have found in these meetings an excellent opportunity to share their experiences with colleagues from distance places and often continued to cooperate with them on their subjects of interest. The 2013 ICOI Conference has been established on a global basis. We have received 254 submissions, which are including Australia, New Zealand, Canada, China, Czech Republic, Israel, India, Malaysia, México, Pakistan, Philippines, Korea, Russia, Sri Lanka, Saudi Arabia, South Africa, Taiwan, Thailand, Turkey and USA. Each Submission was peer-reviewed by at least two anonymous reviewers and a total of 204 papers are accepted for presentation in the conference.

I wish to acknowledge the following individuals who have contributed a great deal to our conference. Special thanks to the keynote Speakers – Dr. Marius Potgieter from Tshwane University of Technology, South Africa, Dr. Sergey Ivanov from University of the District of Columbia, USA for their valuable time.

Lastly, I would like to express our sincere gratitude to everyone involved in making the joint conference a success. Many thanks go to the organizing committee, keynote speaker and special session organizers, and the organizational committees and reviewers, the conference participants, and of course, to all the contributing authors who will be sharing the results of their research. It is our great pleasure to have you with us at the joint conference, where I hope new ties will be made and existing ones renewed and strengthened. Please accept our best wishes for a wonderful and stimulating stay in Hua Hin, Thailand.

2013 ICOI Conference Chair

Szu-Yuan Sun

Dr. Szu-Yuan Sun
Professor, Department of Information Management
Dean, College of Management
National Kaohsiung First University of Science & Technology, Taiwan, R.O.C
FOREWORD

Welcome to 2013ICOI the International Conference on Organizational Innovation on July 2~4, 2013, Hua Hin, Thailand. I would like to offer a very warm welcome to all the participants at 2013ICOI and wish you have a most enjoyable stay in the beautiful resort area, Hua Hin.

Hua Hin is the oldest and the most traditional Thailand resorts with the attractions of charming modern resort and productive fishing port. Hua Hin is a very high profile to foreign tourists. In addition to its great five miles long beach, Hua Hin provides the highest density of world-class golf courses in Thailand. Fortunately, the expense is the lowest in the world and the maintenance and service of those golf courses are superb.

This 2013ICOI conference, being one of the largest academic meetings ever held in this city, will be a grand gala of growing trend of international meeting. Hopefully, all the global family of industry and engineering professionals in the area of Organizational Innovation will share and exchange their research interests and applications during this conference meeting. Our call for papers was a great success. We received more than 254 submissions in high quality and are pleased to see great interest in this conference. Prestigious scholars will gather together from 20 countries all over the world including Australia, New Zealand, Canada, China, Czech Republic, Israel, India, Malaysia, México, Pakistan, Philippines, Korea, Russia, Sri Lanka, Saudi Arabia, South Africa, Taiwan, Turkey, and USA. About 204 papers will be presented and discussed in 41 sessions in the conference.

Finally, I hope you enjoy this 2013ICOI conference and this city, Hua Hin, a wonderful and charming place that you’ll never forget.

Dr. Chwen-Ming Chang
College of Management
Chang Jung Christian University, Taiwan, R.O.C.
2013ICOI conference chair
FOREWORD
Welcome to the 7th International Conference of Organizational Innovation (2013 ICOI, Thailand)

On behalf of the Honourable Chairs, Conference Chairs, and Conference Co-Chairs, it is a great pleasure to welcome you to this 7th ICOI Annual Conference 2013 in Thailand. Our previous 6 conferences in China, Thailand, Malaysia and Indonesia were a resounding success, and on this positive note, we continue the primary activity of our esteemed association, The International Association of Organizational Innovation (IAOI).

This year, Institutional Sponsor, International College at Suan Sunandha Rajabhat University, has facilitated an excellent venue and associated social activities to complement the academic exchanges over the next few days. The organising committee, on behalf of Conference Chair, Dr Charles Shieh, is truly appreciative of your willingness to both attend and participate in this conference.

We are greatly encouraged by the attendance of established leaders in the worldwide network of organizational innovation researchers along with many outstanding leaders from the region. We are particularly indebted to our VIPs and organisers of the conference. Please note the contribution of our sponsors as listed in the program, without whom we could not provide such a professional conference.

We are also fortunate to remind all delegates of our esteemed journal publication, The International Journal of Organizational Innovation (IJOI), under the editorship of Dr Frederick. L. Dembowski. This year, selected best paper nominations from the conference will be published in the journal. Furthermore, esteemed papers from the conference will have the opportunity to be published in leading special edition international journals. This year, we had 254 refereed paper applications, from 20 countries, with 204 acceptances. All papers went through a double-blind review process. We thank all applicants, and congratulations to all who had papers accepted for the conference proceedings. We thank our dedicated reviewers for their concerted scholarly efforts in reviewing the papers.

We do hope you have an enjoyable and enriching experience throughout the conference, and take advantage of the collaborative, friendly and community of advanced scholarship from our international conference.

Kind Regards

Dr Alex Maritz
Associate Professor of Entrepreneurship, Australian Graduate School of Entrepreneurship, Swinburne University of Technology, Australia
Visiting Professor (Chang Jung Christian University, Taiwan)
Adjunct Professor (RMIT, Vietnam)
FOREWARD

Dr. Fernando Cardoso de Sousa holds a Ph.D. and is a professor in Organizational Behaviour; and director of the BsC. in Real Estate Mediation and the M.A. in Human Resource Management, at the INUAF, Loule, Portugal. Founder and director of the Marketing Research Office (GAIM) and the president of the Portuguese association of Management of Innovation and Creativity in Organisations (www.apgico.pt).

He is a speaker in universities and a Business consultant. He is the director of the Academic Cabinet of Research and Marketing (www.gaim.pt). As an author, he has published “A Criatividade como Disciplina Cientifica” (Creativity as a scientific subject) in Spain, and several articles about business creativity in the magazine of Asocrea, entitled “Creatividad y Sociedad” (Creativity and Society) Guest speaker in universities and companies in Portugal, Brazil, Spain, South Africa, UK and EUA. Author of books and articles on subjects like creativity, innovation, leadership, human resources, psychology and military sociology.

Dr. Fernando Cardoso de Sousa
Portuguese Creativity and Innovation Association
It is my great pleasure to welcome you all in the 2013 International Conference in Organizational Innovation in Thailand.

The Committee of ICOI-2013 has designed a program that I am sure you will find intellectually stimulating, and professionally rewarding. The program comprised of more than 200 accepted academic papers from 20 countries.

The significant size of the presented papers of the conference reflects the fact that the organizational innovation issues still and remain important factors to maintain and sustain organizational competitive advantage. Although recent perspectives indicate that Imitation beats Innovation, but without creative thinking and newness, i.e., innovation, sustainable competitive advantage is only a dream. We are grateful for this opportunity to organize this conference that disseminating fresh ideas related to this important issue.

I would like to deliver my sincere thanks the working team from Suan Sunandha Rajabhat University Thailand for their enormous contribution towards the detailed arrangement of this conference. I also want to thank the kind support of Sponsor Institutes: International Association of Organization (IAOI) USA and Chang Jung Christian University of Taiwan, Universitas Airlangga Indonesia, and Co-Sponsor Institutes: De La Salle University Philippines, Nanjing Audit University, China, Far East University of Taiwan, Southeastern Louisiana University of USA, and Swinburne University of Technology of Australia. My sincere thanks also goes Dr. Chich–Jen Shieh for his continuous and great support for this conference.

On behalf of all my colleagues, I would like to offer my best wishes for a successful, stimulating and memorable conference.

Welcome to Hua Hin Thailand!

Sincerely,

Sri Gunawan, DBA.
2013 ICOI Conference Co-Chair,
Head
Department of Management
Faculty of Economics and Business
Universitas Airlangga
Indonesia
FOREWORD

On behalf of the Organizational Committee, I welcome you to the 2013 ICOI- the International Conference on organizational Innovation in beautiful city, Surabaya. The conference will take place during July, 2 to 4; it has always attracted researchers, educators and practitioners of industrial engineering and related disciplines in the world. Participants have found in these meetings an excellent opportunity to share their experiences with colleagues from distance places and often continued to cooperate with them on their subjects of interest.

The 2013 ICOI Conference has been established on a global basis. Exception Taiwan, we have received 254 submissions from 20 countries, each submission was peer-reviewed by at least two anonymous reviewers and a total of 204 papers are accepted for presentation in the conference. Researchers of all five continentals of the world, Asia, Europe, America, Australia and Taiwan attend the meeting. Accepted papers are scheduled for presentation in 38 parallel sessions. We would like to express our sincere appreciation to all the reviewers and chairs and members of various committees of the 2013ICOI Conference for their precious time and expertise.

The welcoming dinner provides the opportunity to honor the best papers and to recognize the contributions of many of the people who made this meeting possible. A conference of this size requires the integrated effort of hundreds of volunteers. We would like to take this opportunity to specifically thank Dr. Shieh, Chich-Jen, Dr. Chou, Jyh-Rong, Dr. Yeh, Shang-Pao who did an outstanding job in organizing these conferences. Furthermore, all participants are invited to attend the series of social functions that will be held in De La Salle University, Manila, Philippines.

Lastly, I would like to express our sincere gratitude to everyone involved in making the joint conference a success. Many thanks go to the organizing committee, 2 keynote speaker and special session organizers, and the organizational committees and reviewers, the conference participants, and of course, to all the contributing authors who will be sharing the results of their research. It is our great pleasure to have you with us at the joint conference, where I hope new ties will be made and existing ones renewed and strengthened. Please accept our best wishes for a wonderful and stimulating stay in Hua Hin, Thailand.

Prof. Jenn-Yang Lin  
Department of Creative Product Design and Management  
Far East University, Taiwan  
2013 ICOI, Conference Chair
FOREWORD

About 5 years ago, when I first attended this conference entitled as 2009 International Conference Industrial Globalization and Technology Innovation (2009 ICIGTI) in Xian City of China, I thought I was going to take on the world’s broadest and toughest innovation challenges, and it turns out to be worthy of the reputation. From 2010, the conference rename as the International Conference of Organizational Innovation (ICOI). The purpose of this rename is to let conference topic pluralism and strengthen the exchange of various countries scholar. As a result, in the following years, I never give up the chance to take part in this event, and every time I leave refreshed and inspired. Congratulations on organizing and facilitating such a cutting-edge event every year.

It is the goal of the IAOI to have the ICOI become a world-class conference. Indeed, launched in 2007, in IAOI continuing efforts to serve every prospective participant needs, the conference presents every possibility on new technologies related in any aspects of industry and business, and based on the promotion of the best research and practice outcomes through presentations, ideas and views exchanging, networks building, and innovation sharing internationally. Today, thank all of the people who worked very hard to organize this conference. ICOI is truly provides an excellent summary of the state-of-the-art in modern technology and business management both in terms of the theoretical knowledge of the field and in its practical application to real-world projects.

2013 marked the seventh year of the annual ICOI. This year we now have the opportunity to attend or participate again at the 2013 ICOI, Indonesia, which will be taken place in Hua Hin, Thailand on July 2-4, 2013. Hosted by Suan Sunandha Rajabhat University, Thailand in partnership with ICOI, this joint conference is organized both by the International College, Suan Sunandha Rajabhat University, Thailand and the International Association of Organizational Innovation (IAOI), USA, and will bring together around hundreds of scholars and experts from all over the world. This conference will be a key meeting place for all of those involved in the agenda. We look forward to welcoming you.

Dr. Chih Yuan Huang
Professor of Kao Yuan University, Taiwan