

BESUCA CASE STUDY – TRADITION MEETS INNOVATION: TRANSITIONS WITHIN A FAMILY BUSINESS

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A Heart for Entrepreneurship: Guided by Intuition and Inspiration

Thanakorn Rattanavoranun never set out to become a business owner, though his entrepreneurial spirit was undeniable. Raised in a small Thai village in Nakhon Si Thammarat, a province renowned for its handwoven textiles and deep-rooted craftsmanship,* he was captivated by the vibrant colors and intricate textures of traditional Thai fabrics. These garments carried history, identity, and a sense of belonging, shaping his appreciation for heritage from a young age. Years later, that legacy would resonate with the next generation as well. His daughter Rachel, the eldest, and his younger son Napat had recently completed their business degrees when they began to explore how they might contribute to the family's growing firm.

Even as a child, Thanakorn had a natural ability to spot opportunities and bring people together. His first entrepreneurial spark came from his grandmother, known for her delicious cakes and cookies. Noticing how much his classmates loved them, he began selling the treats, not for profit, but for the joy of sharing something special. This early experience gave him a thrill, understanding what people valued and creating something they wanted.

During his village's annual Songkran festival, Thanakorn's entrepreneurial instincts shone through again. While helping his grandmother prepare for the celebration, he noticed that the traditional outfits many festival-goers wore had started to feel outdated. Inspired, he gathered scraps of leftover fabric from his grandmother's sewing room and invited friends over to create custom sashes and accessories. What began as a simple, playful project with friends turned into a colorful and lively fashion statement.

Despite his innovative intuition, Thanakorn initially became a teacher according to a family tradition, a career choice that carried respect and stability. In Thailand, it is common for children to follow in their parents' footsteps, and Thanakorn felt an unspoken responsibility to honor that path.

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At first, there was comfort in knowing he was part of something meaningful. Teaching was regarded as a noble profession, a way to shape young minds and contribute to society. But as the years passed, the cracks in his conviction grew deeper. Each morning, he slipped into the standard brown uniform, practical, tidy, and utterly devoid of life. The colors that had once surrounded him – the vivid hues of woven fabrics, the rich textures of his childhood – had been replaced by the muted tones of routine. Teaching, once seen as a calling, felt more like a dull obligation, a role he was playing rather than a passion he was living.

His mind often wandered around during classes. While guiding students through their lessons, he caught himself imagining patterns, sketching designs in the margins of his notes, and picturing the fabrics he loved in modern styles. Every break between lessons became an opportunity to dream – but imaginations alone weren't a sufficient fulfillment. He tried to push them aside, reminding himself that stability in life mattered, because being a teacher was a highly respectable profession, and he followed the family tradition.

Eventually, the realization became unavoidable, he couldn't spend his life in a role that was not fulfilling. However, leaving behind the safety of a stable career was uncertain and overwhelming. But the thought of continuing a teacher's career path was even scarier. In a leap of faith, he left behind the security of teaching to risk something highly uncertain but deeply personal.

Emerging Besuca: Friendship Networks to Support the First Tangible Business Ideas

After leaving his teaching career, Thanakorn found himself in an unfamiliar but exciting position, free to choose his own trajectory, yet uncertain where to start. His thoughts kept drifting back to the vibrant colors and intricate patterns of traditional Thai fabrics, but he wasn't sure how to turn that inspiration into a real, sustainable business.

One weekend, while strolling through his hometown's night market, he stumbled upon a government-sponsored exhibition celebrating Thai craftsmanship. Handwoven textiles from across the country drew admiring crowds, their bold hues and intricate designs sparking excitement. Watching the way people responded to the fabrics, Thanakorn felt a deep inspiration, beyond mere admiration he wanted to be part of this testamentary world. As the exhibition wound down, he seized the opportunity to purchase discounted fabrics and garments, instinctively gathering materials for something he couldn't yet fully define.

Later that evening, as he ran his hands over the stack of vibrant fabrics he had just bought, the familiar textures reignited his excitement. "What if I truly focus on fabrics and heritage designs?" he wondered. Without a detailed business plan he felt driven by a strong sense of purpose and passion.

Starting a business from scratch was daunting, and Thanakorn knew he couldn't do it all by himself. He began reaching out to friends and family. Over meals and late-night conversations, he spoke enthusiastically and inspiring about launching a brand that celebrated traditional Thai fabrics.

His parents, however, were harder to convince. They had watched him pursue a respected teaching career, and the idea of abandoning that stability for the uncertainty of business troubled them. "Are you sure about this?" his father asked one evening, his brow creased with concern. "Teaching is stable. A business... well, it could fail." Thanakorn, understanding their worries, answered with quiet conviction: "This isn't just about starting a business, it's about preserving our culture and sharing it with the world." His mother, listening intently, softened. "It's not only about making money, is it?" she asked. Thanakorn nodded with conviction. "Exactly, Mom. I want people to know and appreciate where we come from." Moved by her son's dedication, his mother finally said, "If this is what you truly want, we'll

support you.” His parents offered him a small sum of money – just sufficient to cover some initial expenses.

Meanwhile, his cousin, who taught marketing at a university, stepped in with ideas on how to promote the brand he would later come up with, offering to work closely with him on a marketing campaign. A friend from school, now running a tailoring business, shared practical advice on managing orders and maintaining product quality. And a former teaching colleague connected him with local artisans to provide him with unique fabrics.

What started as casual conversations turned quite quickly into a small but dedicated network of supportive friends. People were eager to help, inspired by Thanakorn’s passion and believing in his dream of preserving and promoting their shared cultural heritage.

The Besuca Journey Begins

Opening a small shop, named “Besuca”, filled with traditional Thai fabrics felt like a homecoming for Thanakorn. The vibrant colors and intricate patterns lifted his spirit, and soon, his shop became a gathering place for people who cherished cultural heritage. Government employees and fellow teachers visited to order special fabrics for ceremonial occasions, honoring traditional designs. Each piece of fabric could tell a story that bridged tradition with the present. The name “Besuca” was coined by Thanakorn himself, a creative blend inspired by the English phrase “*be happy*” and the Thai word “*suk*” (ສຸກ), meaning happiness. For him, it symbolized a business rooted in joy. A place that would bring happiness both to himself and to his customers.

Although Thanakorn lacked a formal business education, he had a natural talent for building relationships and earning trust. Turning his passion into a sustainable business required a strong network, so he focused on bringing the right people together. He didn’t just invite local artisans, fabric suppliers, and close friends to a single meeting; instead, he organized multiple gatherings and made a conscious effort to meet with them individually in order to build trust.

It turned out that an important figure at these meetings was Mr. Somchai, a respected fabric supplier from Nakhon Si Thammarat. With decades of experience weaving silk, he was respected and deeply connected within the local business community. As he listened to Thanakorn’s vision, a smile spread across his face. “You are really reviving these old traditions,” he said. “I’m in.” His endorsement and partnership were a powerful signal to others that Besuca was a venture worth supporting.

Thanakorn’s ability to build trust and foster connections became his greatest strength. In Thailand’s rather collectivist-oriented society, long-term relationships are key, and he understood that trust wasn’t a given, it had to be earned and nurtured. He wasn’t just building a business; he was creating a community of allies who believed in his vision.

One afternoon, while helping a friend set up for a village festival, Thanakorn noticed a visitor admiring the handwoven fabrics on display. Sensing an opportunity, he approached and shared the stories behind the textiles. As fate would have it, this visitor from Switzerland owned a small boutique specializing in ethnically inspired clothing. Moved by Thanakorn’s passion and the exquisite beauty of the fabrics, the visitor placed a custom order.

It was Besuca’s first “international” sale. Thanakorn hadn’t planned on expanding beyond the local Thai market, but he welcomed the opportunity. “Why not?” he thought. Moments like these, where simple interactions turned into valuable connections, which created momentum for Besuca’s growth. Although he didn’t receive other orders from the Swiss boutique, Thanakorn learned valuable lessons from this experience. The complexities of exporting and the slim profit margins became apparent, but he remained grateful for the insights.

Meanwhile Thanakorn began to realize that selling fabrics alone might not generate a stable income. He instinctively knew that to create a sustainable livelihood, he needed to expand and diversify. During a meeting with Mr. Somchai, now a trusted mentor, he voiced his concerns about the future of Besuca. “Thanakorn, now you’re ready for the next step,” Mr. Somchai said. “Why not turn these beautiful fabrics into clothing? Mixing tradition with modern styles could really make Besuca stand out.”

With Mr. Somchai’s advice in mind, and the support of the network he had so carefully cultivated, Thanakorn made another bold decision: to expand into dressmaking. He began designing clothes that honored Thai traditions while appealing to a younger generation – ensuring that the legacy of Thai textiles wouldn’t just survive, but evolve.

Crafting a Legacy: The Rocky-Road Story of Besuca

Pouring his heart into his latest dress collection, Thanakorn was amazed by the positive response. Orders flowed in his confidence grew – and so did Besuca’s profits. Yet, this success came as a kind of surprise. When he first started, Thanakorn hadn’t focused on forecasting profits or setting ambitious financial goals. Instead, he approached the business cautiously, aiming to avoid losing more money than he could afford. His priority was to follow his passion and make a living while managing his limited resources wisely.

Shifting Besuca’s focus to clothing design brought new challenges. Thanakorn experimented with different techniques and styles, learning and adapting along the way, but taking risks didn’t always yield the results he hoped for. Thanakorn saw himself as the “pilot in the plane” of Besuca’s network, and while trusted partners were crucial, not every partnership led to success.

Meanwhile Thanakorn’s 16-year-old son, Napat, became an integral part of the business. With fresh energy and a modern perspective, he often accompanied his father on trips to meet artisans, listening to the stories behind each fabric. Napat’s creativity and understanding of his generation’s tastes proved valuable. Thanakorn quickly realized that his son’s ideas – whether about design, color, or digital engagement – would help Besuca evolve further.

Napat often asked thoughtful questions about traditional patterns, suggesting ways to blend heritage with contemporary trends. One afternoon, while admiring a piece of fabric with intricate motifs, his eyes lit up with an idea. “Dad,” he said, “what if we kept the traditional patterns but reimagined them with neon accents or incorporated abstract shapes inspired by street art? Gen Z loves bold, expressive designs.” Thanakorn considered this suggestion. He had always understood that young people loved mixing nostalgia with modern styles, but it was Napat who truly made him see how powerful this combination could be. Moments like these highlighted the importance of balancing cultural preservation with innovation, and Napat’s vision seemed to capture that balance perfectly.

Although Thanakorn didn’t always agree with Napat’s suggestions – and often found it hard to shake the feeling that his son was still just a kid – these conversations opened his mind to fresh possibilities. Thanakorn began to see Napat as far more than a mere helper; he was emerging as a future leader who, despite his youthful enthusiasm, had the potential to guide Besuca forward.

Determined to deepen their knowledge of Besuca’s cultural roots, father and son traveled across Nakhon Si Thammarat, meeting with local artisans and elders to learn more about traditional techniques and patterns. Sitting in their homes, they listened to stories about the origins of tribal motifs, gaining a deeper appreciation for the cultural significance behind each design. This hands-on, personal approach resonated deeply with customers. The ability of

Thanakorn and Napat to fuse heritage with modern fashion statements made Besuca a cultural statement as much as a clothing brand.

Challenges and the Need for Growth: Besuca's Next Chapter

Encouraged by Besuca's growing success, Thanakorn realized that his company needed more space to grow. The increasing demand for his garments and the expanding customer base made it clear that his original shop was no longer sufficient and he decided to relocate Besuca to a prime location near a busy intersection in his community. The new shop gave him the opportunity to reach more customers.

Just as things seemed to be thriving, a new competitor opened a nearby store in a popular mall. The rival aggressively promoted contemporary clothing styles and, to Thanakorn's dismay, had clearly taken inspiration from Besuca's blend of tradition and aesthetic innovation. On top of that, the competitor's streamlined operations and savvy marketing tactics quickly drew younger clients, putting Besuca under significant pressure. The new Besuca shop grew quieter with each passing week, and the anxiety of potentially losing everything he had built began to weigh heavily on Thanakorn. No doubt, business success attracts competition and sometimes copycats, a business lesson Thanakorn had just become aware of.

It was during this challenging time that Napat's role in the business began to grow. Having recently graduated from Mahidol University International College with a degree in International Business, Napat brought a fresh perspective that contrasted sharply with his father's intuitive approach. One evening, as they reviewed the shop's finances, Napat hesitated before sharing his thoughts. "Dad, I think we need to apply some of what I've learned at university; things like strategic management. For example, we should clearly define the kind of value Besuca offers. You've built something amazing, but maybe it's time to adapt our business model to respond to competitors and meet customers' evolving needs."

Thanakorn hesitated. He understood the general concept of strategic management, but from his perspective, it didn't seem to fit with how a family business like Besuca should operate. He valued the flexibility to make quick decisions and seize opportunities as they arose and worried that a stricter planning approach might slow them down. "Strategic management is fine for big companies with endless resources," he thought, "but does it belong here?" More importantly, he cherished the family's role in shaping the business and was cautious of any approach that might shift decision-making away from him. For Thanakorn, strict strategic management risked stifling Besuca's adaptability, standing in sharp contrast to the instinct-driven approach that had guided its growth so far.

Still, Thanakorn didn't reject all of Napat's suggestions. Even if he didn't see them as part of a formal strategy, he began testing a few ideas, such as adjusting product lines, changing how staff interacted with customers, and paying more attention to what younger clients were asking for. These shifts happened quietly, but they made a difference. Without calling it strategy management, Besuca was already benefiting from these changes. Sales picked up, customer feedback improved, and the shop became busier. As demand grew, Thanakorn gradually expanded the team, which eventually grew to over 45 employees.

Most of the new hires came from his neighborhood, a decision driven not by a calculated HR strategy but by Thanakorn's genuine desire to support his community. He felt a responsibility to uplift local artisans, valuing their remarkable sewing skills and craftsmanship, even if they lacked formal education. He perceived this move as a natural part of Besuca's sustainability efforts.

As Besuca continued to grow, the business became increasingly complex. Managing a large team, coordinating with multiple suppliers, and meeting the rising demands of customers

required more than mere intuition. Thanakorn as well as Napat began to feel the weight of these responsibilities. He prided himself on his ability to adapt quickly, but he also noticed that the scale of operations left less room for flexibility. Decisions that once impacted only a small circle of partners and clients now affected dozens of employees and their families.

During a quiet evening at the shop, Napat gently broached the subject. “Dad, you’ve come so far, but the business is evolving. The stakes are much higher now. It’s no longer only about us; there are so many people depending on Besuca. We need a clearer plan to guide the business, not only in the present but also for the future.”

Napat’s words carried concern, but even more so, they reflected his growing ambition to contribute to Besuca in a meaningful way. Having recently graduated in International Business, he was eager to put his knowledge into practice. But Napat also belonged to a very different generation, one that valued data, strategy, and digital innovation, as much as creativity and intuition. He saw opportunities for improvement – ways to streamline operations and strategies, embrace digital tools, and engage with younger audiences in ways that resonated with their tastes and lifestyles.

For Napat, this was not an attempt to simply apply theory; it was about preparing Besuca for a world that was evolving quickly. He deeply respected his father’s achievements but viewed the business landscape through a different lens. While Thanakorn’s intuitive, relationship-driven approach had been the bedrock of Besuca’s success, Napat believed that adding structure and foresight will complement those strengths and help the brand thrive in a more complex and competitive environment.

Napat’s ideas, shaped by his university education and his peers, sometimes felt at odds with the methods that had worked for his father’s generation. These perspective differences were professional and generational: Yet, Napat’s drive to take on more responsibility came not from a desire to challenge his father, but from a belief that Besuca could evolve while remaining true to its roots. At the same time, he understood that his ideas might challenge his father’s instincts, rooted in years of hands-on experience.

Napat’s Strategy for Besuca’s Growth

Napat had always been a driven and enthusiastic student, passionate about learning and determined to make an impact. As a member of Gen Z, he brought a global perspective shaped by his education, digital literacy, and a deep curiosity about the world. During his university time, he majored in International Business and minored in Business Marketing – a combination that perfectly aligned with his ambitions and the future he envisioned for Besuca.

For Napat, lessons on business strategy, market trends, and global business, sparked ideas about how Besuca could evolve and grow. He didn’t see himself as just Thanakorn’s son – he saw himself as the natural successor to the family business. This wasn’t simply an obligation passed down to him; it was a role he genuinely wanted. Napat believed his generation’s global perspective and focus on innovation gave him a unique opportunity to expand on his father’s work, blending tradition with modernity and preparing Besuca for a broader audience.

Napat approached his business strategy with a clear and methodical mindset. His time at business school had ingrained in him the importance of structured decision-making and well-defined processes. To him, strategy wasn’t about guesswork or inspiration alone – it was about digging into data, analyzing trends, and crafting plans that aligned with a company’s strengths and opportunities. These principles, drilled into him through countless lectures and case studies, shaped his understanding that a disciplined approach was essential for Besuca’s long-term success.

He recognized the potential for Besuca to grow beyond its local market and had specific ideas about how to achieve that. From his marketing studies, Napat had learned the value of understanding customer segments. Gen Z, with their love of fashion that blends cultural heritage with modern aesthetics, seemed like an ideal target for Besuca.

Napat wasn't dreaming of business expansion for the sake of growth; he wanted to evaluate these opportunities systematically. He envisioned carefully assessing Besuca's strengths while identifying potential weaknesses that might hold the business back. With this information, Napat believed they could craft practical strategies, whether through new product lines, targeted marketing campaigns, or partnerships in international markets.

For Napat, business strategy was not a theoretical exercise but realizing a vision for securing Besuca's future. He was convinced that combining a structured strategy with his father's intuitive style could offer the balance needed to keep the business competitive. Napat's university studies had taught him that a good strategy responds to present issues and at the same time prepares for the future by aligning opportunities with capabilities and addressing challenges head-on.

Still, Napat knew his approach differed significantly from his father's. While he admired how his father had built Besuca through intuition and personal connections, he believed that as the business grew, a more deliberate approach would be critical. For Napat, the challenge wasn't creating a strategy, it was finding a way to show his father that strategy and intuition didn't have to compete.

The Transition of Besuca: Balancing Intuition and Strategy

The bonds Thanakorn had nurtured within his community and his ability to adapt quickly had been crucial in Besuca's success so far. However, Napat believed that for the business to thrive in the long run, it needed a shift toward analysis, efficiency, and strategic planning.

Their differing philosophies became apparent in discussions about how to manage Besuca's growing operations. One evening, after the shop had closed and the hum of the sewing machines had quieted, Napat sat down with his father at the office desk, a stack of Besuca's production and sales reports in hand.

"Dad," Napat began carefully, "I've been reviewing our production process. I think we could improve efficiency if we introduced ready-to-wear collections. Standard sizes – from XS to XXL – would let us serve more customers without having to tailor every single piece. The already in the shop available larger sizes would also help us avoid accusations of sizeism."

Thanakorn leaned back in his chair, his arms crossed. "Ready-to-wear? But what about the personal touch? Our customers come to Besuca because they know we'll create something just for them. Isn't that why we've succeeded so far?"

Napat nodded, acknowledging his father's point. "You're right – our personal touch is a huge part of what makes Besuca special. But imagine if we had a ready-to-wear line alongside the tailored pieces. It would free up time and resources for our artisans while giving customers more options. We could still keep our custom services for those who want them, but this way, we'd expand our reach."

"I don't know," Thanakorn replied, "it feels... impersonal. And what about quality? I don't want anything leaving this shop that doesn't meet our standards."

Napat's face brightened, sensing an opening. "That's the thing, Dad. We don't have to compromise on quality. We could develop designs based on what's already popular with our customers, use the same high-quality fabrics, and produce them in small, carefully crafted batches. Think of it as another way to showcase Besuca's craftsmanship, just in a different format to different stakeholders."

The conversation shifted to finances, a topic where their differences were even more pronounced. Thanakorn had always prioritized affordability and keeping costs low, often relying on his long-standing relationships with local suppliers to negotiate deals. “Dad,” Napat said, flipping through his notes, “I’ve been thinking about our marketing budget. What if we allocated more resources to digital marketing? Platforms like Instagram and TikTok could be game-changers for reaching younger audiences.”

Thanakorn looked unconvinced. “Napat, marketing costs money. I’ve always managed to keep expenses low, and that’s how we’ve stayed profitable. I don’t want to take unnecessary risks.”

“I get that,” Napat replied, “but cutting costs isn’t always the answer. Sometimes, you have to spend money to make money. If we invest in marketing, we can attract different customers, not only within our local market but also on an international scale. It’s about growing the pie rather than simply holding onto smaller pieces.”

While the generational shift in Besuca was embodied by the contrast between Thanakorn’s intuition and Napat’s structured thinking, Napat wasn’t alone in his vision. Initially quietly listening, his older sister Rachel had joined the conversation that evening. Though less involved in daily operations, she increasingly positioned herself as a strong advocate for professionalizing Besuca’s management.

With her own background in business, Rachel supported Napat’s ideas for modernization and growth. She saw the transition not only as an operational shift but also as a necessary step to secure Besuca’s long-term sustainability and governance.

Thanakorn looked at both of them, recognizing their confidence. While not fully convinced, he couldn’t deny that the next generation’s perspective had weight. Still, the idea of moving away from his hands-on approach unsettled him.

“What you’re saying makes sense,” he said, “but it’s a big change. I’ve always trusted my gut and worked closely with people I know. What if we lose what makes Besuca unique?”

Rachel and Napat responded calmly. “We don’t have to change everything overnight, Dad. Let’s try a ready-to-wear line and a modest online marketing push. If it works, we continue. If not, we pause. The point is to adapt while staying true to what makes Besuca special.”

Pursuing Growth: Strategizing for International Expansion

As Napat envisioned Besuca’s future, his focus turned toward the ASEAN region (Association of Southeast Asian Nations) and beyond. He identified and explored neighboring countries such as Indonesia and Malaysia as promising opportunities. He also recognized that Thai heritage-inspired products might command higher margins abroad, where their uniqueness could appeal to niche markets willing to pay a premium. For Napat, international expansion wasn’t merely an ambition – it was essential for securing Besuca’s long-term success. However, he understood that achieving this goal required passion and a carefully crafted internationalization strategy.

One evening, as they reviewed the shop’s operations, Napat broached the topic with care. “Dad, have you ever thought about expanding Besuca beyond Thailand? I’ve been looking into markets like Malaysia and Indonesia, and there’s a growing appreciation for Thai craftsmanship combined with modern design. I believe we have a real opportunity to succeed. But if we want to do it right, we’ll need a solid plan. I think it might be worth considering a consulting firm to help guide us through the process.”

“Consultants?” Thanakorn repeated. “Napat, expanding into our neighboring countries might be a good idea, but we’ve always made our decisions ourselves. I don’t see why we’d

need outsiders to tell us how to run our business, even if it's abroad. If we want to go abroad, we should manage that by ourselves."

Napat took a deep breath, determined to bridge the gap. "I get it, Dad," he said. "But expanding internationally is a big step. We don't know anyone abroad, and even if it's the same business, conducting it in another country is completely different. Consultants specialize in helping businesses like ours navigate these challenges. They can help us avoid costly mistakes, build the knowledge we need, and make sure we're fully prepared. It's not about giving up control; it's about making smarter, more informed decisions."

After some discussion, Thanakorn softened slightly but remained hesitant. "I still don't like the idea of strangers telling us what to do," he admitted, "but I see your point about needing some guidance. Is there another way? I'm not comfortable bringing in consultants I don't know, especially if they charge a fortune – for what, exactly?"

That's when Napat suggested a compromise. "Actually, my university offers consulting services through the business faculty," he explained. "My professor has guided various family businesses on internationalization before. We could ask her to facilitate some workshops for us. It's different from hiring an outside consultant we don't know, this would be someone I trust, who understands both the academic and practical sides of business. It would feel more personal and less like handing over control."

At that moment, Rachel, who had been listening quietly, nodded in agreement. "I think it's a good idea," she said, backing up her brother. "It's not about changing how we run the business, it's about preparing properly. If we're going to expand, we need to make sure we're ready for the challenges that come with it."

"That sounds reasonable to me," Thanakorn admitted. "At least it's someone you trust, and it won't feel like handing the reins to a stranger." He paused, still uncertain. "But I'm not convinced we really need this. As I've said before, we've managed to make things work without outside advice so far." Despite his reservations, he could see how much the idea mattered to both Napat and Rachel. "Alright," he said finally, "let's give it a try."

The workshops marked a turning point for Besuca. Held in the shop's modest office, they brought together Thanakorn, Napat, Rachel, and the growing team of managers. Under the professor's guidance, they explored the intricacies of international expansion. They began by systematically analyzing market opportunities and risks, diving into cultural preferences and economic conditions in potential host countries. They also assessed Besuca's internal strengths and weaknesses, identifying areas that needed improvement to support international growth.

For Napat, the workshops were an opportunity to demonstrate how structured strategy could complement the foundation his father had built. For Rachel, it was a chance to apply her business knowledge in a way that directly impacted the family business, reinforcing the need for structure in an increasingly complex environment. For Thanakorn, it was a chance to see that planning didn't have to come at the expense of Besuca's unique character.

The discussions were lively, sparking new ideas and fostering collaboration among the team. Together, they crafted a roadmap for Besuca's internationalization, identifying target countries and outlining actionable steps for entering these markets.

The workshops marked a new business phase. While Napat and Rachel brought fresh perspectives and structured thinking, Thanakorn's deep understanding of the brand and its values remained at the core. The collaboration between father and children reflected a balance between tradition and innovation, setting Besuca on a path to share its story beyond Thailand.

A Vision for the Future: Professionalizing Besuca's Strategic Organizational Decision-Making Structures

Napat, now supported by Rachel, was convinced that Besuca needed a shift toward more strategic decision-making and less reliance on intuition to navigate its next chapter. The recent workshops had provided a solid starting point for international expansion, but Napat understood that strategic management wasn't a one-time effort. It required consistency, adaptability, and a clear framework for making decisions. Yet, as a family business, Besuca's decision-making had always been deeply personal and family-driven, a method that, for Thanakorn, had been instrumental in the company's success so far.

Rachel, fully aware of the complexities inherent in family businesses, saw herself emerging as a future stakeholder in governance. Her support for Napat was rooted in sibling loyalty, but his beliefs regarding the company's future were also supported by her understanding that Besuca's long-term resilience required more formal governance mechanisms. She frequently emphasized the importance of balancing family involvement with professional expertise, advocating for an advisory board, clearer role definitions, and structured decision-making processes to ensure sustainable leadership transitions in the future.

Napat reflected on his university classes, where he had studied governance structures tailored not just for multinational enterprises but also for family businesses. He recalled how separating executive management – the team handling day-to-day operations – from a strategic planning body could bring clarity and enhance decision-making. Such a structure, he believed, could help Besuca remain agile while also building the foresight needed to adapt to future challenges and opportunities. Yet, he knew that implementing these changes in a family business would be anything but straightforward.

The challenge lay in persuading his father. For years, Thanakorn had relied on his entrepreneurial instincts, making quick, intuitive decisions that aligned with Besuca's values and his own personal philosophy. This flexibility had been crucial for seizing opportunities in the early days of the business, but Napat saw the risks of continuing without a more formalized system as Besuca grew more complex and more family members potentially became involved. Napat knew that introducing professionalized strategy management, supported by a suitable governance system, wasn't a betrayal of their legacy, but a way to protect and enhance it.

Rachel often acted as a mediator in these discussions, helping to frame Napat's proposals in ways that resonated with their father. Drawing on her own understanding of governance best practices, she emphasized that professionalization did not mean abandoning family values but rather preserving them through well-structured leadership models that could endure as Besuca expanded internationally and across generations.

Sitting in Besuca's office, Napat tried to map out how to approach the conversation. He understood that simply proposing a governance structure wouldn't be enough; he had to make it clear that this was about safeguarding the company they all loved. It wasn't about taking away control but rather about creating a framework to bring in strategic expertise, ensuring Besuca's success for generations to come.

Napat also recognized that relying on outside consultants indefinitely wasn't sustainable. Besuca needed to build internal capacity for strategic thinking. An advisory board, composed of family members and trusted advisors, could be a first step toward bridging the gap between tradition and innovation in strategic planning. He even wondered if his professor, whose guidance had already proven valuable, might be willing to join such a board.

"How do I explain this to Dad in such a way that this idea will truly resonate with him?" Napat wondered. He knew facts and logic alone wouldn't be enough, even with the support of his sister Rachel. It required empathy, patience, and the right balance between respecting well-proven ways and introducing innovative improvements.

As he looked out at Besuca's bustling shop floor, Napat felt a mix of determination and doubt. The many stakeholders who had supported their journey so far were a testament to his father's vision. Yet, Napat was certain that his ideas could help secure Besuca's success for the future. Nevertheless, deep down, he couldn't shake his self-doubt. Was strategic management, built on a governance system, truly the right move for a family business like Besuca? Would his vision strengthen the legacy his father had built, or risk overcomplicating it unnecessarily?