

Strategies For Business-Oriented Management of Private Schools for Sustainability in the Bangkok Metropolitan and Suburban Area

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ABSTRACT

This research aims to 1) examine the current and desired state of business-oriented school management, 2) explore effective management practices for private school sustainability, and 3) propose business-oriented management strategies for the sustainability of private schools in Bangkok and its metropolitan areas. A mixed-methods approach was used. Phase 1 examined the current and desired state of business-oriented school management. The study surveyed 378 private school administrators and teachers, selected through stratified random sampling. instrument, and was collected from all 378 participants (100% response rate). the necessary index. Phase 2 explored the best management practices for sustainability. Semi-structured interviews were conducted with 12 administrators and teachers from well-managed private schools. Data was analyzed through content analysis. Phase 3 proposed business-oriented school management strategies. Eight administrators and teachers participated in drafting strategies, while 30 experts, administrators, teachers, and parents evaluated them through focus groups and feedback sessions. findings reveal.

1) Current Desired States of Business-Oriented School current state rated, with highest rating in the key activities aspect. The desired state was rated at the highest level, with customer relationships ranked as the most critical area for improvement.

2) Effective management practices emphasized parent and student engagement, distinctive curricula, and personalized services. Enhancing English proficiency and integrating technology were key differentiators. Online communication and collaborative networks were leveraged to reduce costs and build community trust.

3) The proposed business-oriented management strategy consists of four key approaches: sustainable quality management, strengthening educational networks, teacher competency development, and sustainable learning management.

Keywords: Business-Oriented Management, Private School, Bangkok Metropolitan

INTRODUCTION

Private schools play a crucial role in Thailand's education system by enhancing the quality of learning and catering to the diverse needs of students and parents. Their flexibility in management, curriculum development, and educational innovation allows them to offer distinctive educational experiences. However, private schools currently face multiple challenges, including economic fluctuations, increased competition, and shifting government policies that favor public education. Traditional management approaches may no longer be sufficient for private schools to maintain long-term sustainability. Therefore, adopting business-oriented management strategies is necessary to create added value for schools, strengthen community relationships, and enhance competitiveness. This approach not only enables schools to optimize resource management but also helps them generate revenue and build long-term financial stability.

Nevertheless, medium and small-sized private schools are experiencing significant crises. Declining student enrollment due to government policies supporting public schools, economic downturns affecting parents' purchasing power, and fierce competition from well-resourced large private schools and continuously improving public schools have all contributed to their struggles. Additionally, budget constraints make it difficult to maintain adequate facilities, teaching equipment, and high-quality teachers. These challenges have further complicated administrative management, as limited leadership and staff resources negatively impact overall operational efficiency (Amnuay Ektaveewat & Arada Mahamit, 2023).

Given these circumstances, this study highlights the importance of applying business-oriented management strategies to ensure the sustainability of private schools in the Bangkok metropolitan and suburban areas. Utilizing research aims to provide valuable insights for administrators, school personnel, and other stakeholders in the private school, also benefit related organizations by offering effective strategies that can be adapted to enhance operational efficiency and maintain high educational standards.

LITERATURE REVIEW

Concept of Business-Oriented School Management

Business-oriented school management applies commercial management principles to educational institutions to enhance efficiency and sustainability in private school operations (Osterwalder & Pigneur, 2014). This approach enables schools to manage resources, finances, and personnel more effectively, while also strengthening their competitiveness in the education market.

One of the key tools in business-oriented school management is the Business Model Canvas (BMC), a framework that helps schools define strategic objectives and optimize their operational structure. The BMC consists of nine fundamental components:

1. Customer Segments – Identifying and categorizing target student groups.
2. Value Propositions – Defining the unique value the school students and parents.
3. Channels – The methods used to deliver services and communicate with stakeholders.
4. Customer Relationships – Strategies to maintain and enhance engagement with parents and students.
5. Revenue Streams – The financial sources supporting the school's operations.
6. Key Resources – The essential assets such as faculty, facilities, and technology.
7. Key Activities – The core functions that drive the school's operations.
8. Key Partners – Collaborations with external stakeholders to strengthen the school's capabilities.
9. Cost Structures – The allocation and management of expenditures to ensure financial sustainability.

By implementing the Business Model Canvas, schools can set strategic objectives, such as enhancing educational quality through innovative curricula, establishing strong partnerships to reinforce their market position, and leveraging technology to reduce costs and improve administrative efficiency. A business-oriented approach helps schools better respond to student and parent expectations, adapt to market changes, and maintain long-term stability and growth.

Concept of Strategy Development

Strategy development is a critical process for guiding an organization's direction and ensuring long-term competitiveness and sustainability (Mintzberg, 1994). Private schools must adopt strategic planning methods to adapt to evolving societal needs, technological advancements, and student demands. The strategy development process typically involves three key stages: environmental analysis, goal setting, and execution of the strategic plan.

One of the essential tools for strategic planning is the TOWS Matrix (Wehrich, 1982), which assists schools in analyzing four key factors:

- Strengths – Internal attributes that provide a competitive advantage.
- Weaknesses – Internal challenges that may hinder growth.
- Opportunities – External conditions that can be leveraged for success.
- Threats – External challenges that pose risks to sustainability.

Additionally, the Strategic Management approach, as outlined by Mintzberg (1994), emphasizes long-term planning to help schools navigate competitive pressures and economic shifts. Effective strategy development for private schools may involve:

- Creating a unique value proposition to differentiate from competitors.
- Building strategic partnerships to enhance educational quality.
- Integrating technology to improve administrative and academic efficiency.
- Designing curricula that align with market demands and future career pathways.

By developing well-structured and adaptable strategies, private schools can ensure stability, foster long-term growth, and maintain a strong position in an increasingly competitive education sector.

RESEARCH METHOD

This study employs a mixed-method research design, integrating both quantitative and qualitative research methods. The research process is divided into three main phases:

Phase 1: Examining the Current and Desired State of Business-Oriented School Management

1. **Sample Group:** The study surveyed 378 private school administrators and teachers, selected using stratified random sampling.
2. **Research Instrument:** A questionnaire was used for data collection. All 378 questionnaires were returned, achieving a 100% response rate.
3. **Data Analysis:** The data were analyzed using frequency, percentage, mean, standard deviation, and the Necessary Index (PNI modified) to determine priority needs.

Phase 2: Identifying Effective Management Practices for Private School Sustainability

1. **Sample Group:** 12 private school administrators and teachers participated in the qualitative study.
2. **Research Instrument:** Semi-structured interviews were conducted to gather in-depth insights.
3. **Data Analysis:** The responses were analyzed using content analysis to identify best practices in private school management.

Phase 3: Developing Business-Oriented Management Strategies

1. **Strategy Drafting:** 8 administrators and teachers contributed to formulating management strategies.
2. **Strategy Validation:** 30 stakeholders, including experts, administrators, teachers, and parents, evaluated the proposed strategies.
3. **Research Instruments:**
4. Focus group discussions were conducted to refine the strategies.
5. Stakeholder feedback sessions were held to gather additional insights.
6. Assessment tools were used to evaluate the feasibility and effectiveness of the proposed strategies.
7. **Data Analysis:** The final strategies were analyzed using mean, standard deviation, and content analysis to ensure their applicability and effectiveness.

By combining quantitative and qualitative research approaches, this study provides a comprehensive framework for enhancing private school sustainability through business-oriented management strategies.

RESULTS

The findings of this study are categorized into three main sections:

1. The Current and Desired State of Business-Oriented School Management for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas
2. Effective Management Practices for Private School Sustainability in the Bangkok Metropolitan and Suburban Areas
3. Business-Oriented Management Strategies for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

Phase 1: The Current and Desired State of Business-Oriented School Management for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

Current State of Business-Oriented School Management

The analysis of the current state of business-oriented school management for the sustainability of private schools in the Bangkok metropolitan and suburban areas indicates that all aspects are rated at a high level on average. The highest-rated aspect was Key Activities ($\bar{x} = 3.389$, S.D. = 0.956), followed by Cost Structures ($\bar{x} = 3.366$, S.D. = 0.956), Key Resources ($\bar{x} = 3.271$, S.D. = 0.981), Key Partners ($\bar{x} = 3.234$, S.D. = 0.958), and Value Propositions ($\bar{x} = 3.143$, S.D. = 0.983). Lower-rated aspects included Customer Relationships ($\bar{x} = 3.077$, S.D. = 0.966), Revenue Streams ($\bar{x} = 3.048$, S.D. = 0.937), Channels ($\bar{x} = 2.986$, S.D. = 0.973), and Customer Segments ($\bar{x} = 2.958$, S.D. = 0.970).

Desired State of Business-Oriented School Management

The analysis of the desired state reveals that most aspects were rated at the highest level, except for Customer Segments, which was rated at a high level. The highest-rated aspect was Customer Relationships ($\bar{x} = 4.499$, S.D. = 0.709), followed by Key Activities ($\bar{x} = 4.484$, S.D. = 0.711), Cost Structures ($\bar{x} = 4.472$, S.D. = 0.702), Key Resources ($\bar{x} = 4.459$, S.D. = 0.733), and Key Partners ($\bar{x} = 4.356$, S.D. = 0.820). Other aspects included Value Propositions ($\bar{x} = 4.342$, S.D. = 0.803), Channels ($\bar{x} = 4.341$, S.D. = 0.803), Revenue Streams ($\bar{x} = 4.329$, S.D. = 0.828), and Customer Segments ($\bar{x} = 4.152$, S.D. = 0.900).

Priority Needs Index (PNI modified) for Business-Oriented School Management

The overall Priority Needs Index (PNI modified) was calculated at 0.387. The ranking of critical needs for business-oriented school management in private schools in the Bangkok metropolitan and suburban areas is as follows:

1. Customer Relationships (PNI_{modified} = 0.462)
2. Channels (PNI_{modified} = 0.454)
3. Revenue Streams (PNI_{modified} = 0.420)
4. Customer Segments (PNI_{modified} = 0.404)
5. Value Propositions (PNI_{modified} = 0.381)
6. Key Resources (PNI_{modified} = 0.363)
7. Key Partners (PNI_{modified} = 0.347)
8. Cost Structures (PNI_{modified} = 0.329)
9. Key Activities (PNI_{modified} = 0.323)

These findings highlight the critical need for strengthening customer relationships, improving communication channels, and optimizing revenue streams to ensure the sustainability of private schools.

Phase 2: Effective Business-Oriented Management Practices for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

This study analyzed and synthesized best practices in private school management to identify successful strategies for business-oriented school administration that promote sustainability. The findings are categorized into nine key areas, each representing an essential aspect of effective management:

1. Customer Segments

Small private schools should prioritize personalized attention to meet the needs of both students and parents in the local community.

- Differentiated curricula and innovative teaching methods attract new students while ensuring retention.
- Attention to details, such as addressing parents by name, providing professional and respectful service, and fostering warm relationships, enhances customer satisfaction.
- Flexible tuition planning aligned with parents' financial capacity helps maintain consistent enrollment.
- Schools with a strong reputation build trust through generational enrollments and effective communication.
- Safety, teacher supervision, and word-of-mouth marketing significantly contribute to expanding the customer base.

2. Value Propositions

- Schools should build a strong identity and unique educational value through storytelling and social media engagement.
- English language proficiency should be integrated across all subjects, with native-speaking and bilingual teachers working collaboratively in classrooms.
- The learning environment should promote English usage and encourage parental involvement, creating a positive educational atmosphere.
- The school should continually gather feedback via interviews, online surveys, and behavioral observations.
- Regular curriculum and activity evaluations ensure that school offerings evolve with student, parent, and teacher needs.
- Building trust and strong branding in the local community is essential for long-term success.

3. Channels

Schools should leverage digital communication platforms such as LINE, Facebook, TikTok, and Instagram to reach diverse audiences.

- Online media strategies should focus on visual storytelling and video content to attract engagement.
- New parents are best reached through word-of-mouth and strategically designed digital content, while existing parents benefit from direct communication via meetings and calls.
- Traditional advertising methods, including brochures and banners, should be strategically placed in local areas.
- Expanding outreach efforts into new communities increases visibility and school recognition.

4. Customer Relationships

- Schools should foster strong relationships with students and parents through various engagement channels.
- Hosting family-friendly events and activities creates a sense of trust and community within the school.
- Schools should offer regular forums for parental feedback and involvement in decision-making.
- Teachers should maintain close supervision of students' physical, emotional, and social well-being.
- One-on-one discussions between administrators and parents help address concerns and build stronger parent-school relationships.

5. Revenue Streams

- The primary source of revenue is tuition fees, complemented by additional income from:
 - Specialized tutoring sessions
 - Saturday programs
 - Camps and extracurricular activities
- Schools should implement tuition payment plans to accommodate families with different financial capabilities.
- Unique, high-quality services, such as enjoyable tutoring sessions and specialized programs, increase revenue.
- Schools should focus on value-driven activities that enhance parent and student satisfaction, leading to financial stability and long-term retention.

6. Key Resources

Schools must prioritize teacher development through training, benefits, and workplace well-being to reduce staff turnover.

- Facilities management should include regular maintenance and resource optimization to enhance sustainability.
- Procurement planning and needs assessments should be conducted to ensure cost-effective resource use.
- Delegating responsibilities to the facilities management team can cut costs while ensuring equipment availability.
- Such strategic management improves overall educational quality and enhances school performance.

7. Key Activities

Schools should integrate academic instruction with moral and ethical education while preparing students with English proficiency and technological skills.

- A variety of learning activities, including educational games, creative development programs, and outdoor activities, should be implemented.
- Schools should continuously upgrade infrastructure and teaching methodologies for efficiency.
- Encouraging parental and community involvement through various initiatives strengthens school identity and student success.
- Schools should focus on activities that align with both student development goals and market expectations.

8. Key Partners

Establishing partnerships with professional associations, local communities, and leading universities enhances curriculum quality and faculty development.

- Schools should network with other private schools and organizations to facilitate knowledge exchange, competitions, and skill development initiatives.
- Engaging with learning centers and community organizations extends students' educational experiences beyond the classroom.
- These collaborations contribute to sustainable academic, multicultural, and community-driven development.

9. Cost Structures

- Schools should adopt cost-saving measures for both short-term and long-term financial sustainability.
- Implementing energy-saving policies and digital document management reduces operational expenses.
- Renewable energy sources, such as solar power, should be considered for long-term sustainability.
- The 3R principles (Reduce, Reuse, Recycle) should be integrated into resource management strategies.
- Schools should optimize food and energy expenses, ensuring efficient procurement through price and quality comparisons.
- These measures help maintain high-quality education while managing costs effectively.

By adopting these best practices, private schools in the Bangkok metropolitan and suburban areas can significantly enhance their sustainability, financial stability, and educational quality. The integration of business-oriented management strategies ensures that schools can adapt to challenges, optimize resources, and create long-term value for students, parents, and stakeholders.

Phase 3: Business-Oriented Management Strategies for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

1) Environmental Analysis of Business-Oriented School Management for Sustainability

An analysis of the strengths, weaknesses, opportunities, and threats (SWOT) in private school management in the Bangkok metropolitan and suburban areas reveals the following:

Strengths of Private Schools

1. Availability of learning resources that enhance education.
2. Agility and autonomy in decision-making.
3. Diverse curriculum offerings tailored to student needs.
4. Integration of modern technology in teaching and learning.
5. Dedicated support staff for academic and extracurricular activities.
6. Strong student and faculty support systems.
7. Opportunities for students to learn from native-speaking teachers.
8. Transparent communication with parents.
9. Clear philosophy, identity, and brand positioning.
10. High-quality education that remains relevant to current trends.
11. Energy-efficient practices and use of alternative energy sources.

12. Stable and long-term school leadership.
13. Integrity and commitment to customer satisfaction.
14. Systematic financial management.
15. Strong leadership and strategic vision from school administrators.

Weaknesses of Private Schools

1. Inconsistent teacher competencies and lack of professional development.
2. High teacher turnover rates.
3. Limited budget and financial constraints.
4. Pressure and high expectations from parents.
5. Selective student admission processes.
6. Shortage of special education teachers and resources.

Opportunities for Private Schools

1. Collaboration with external organizations for educational support.
2. Growing market demand for quality private education.
3. Scholarships and sponsorships from external organizations.
4. Strong parent associations that actively support the school.
5. Supportive private school legislation.
6. Ability to hire guest lecturers and specialized instructors.

Threats to Private Schools

1. Limited government support for private education.
2. Restrictive regulations and policies.
3. Declining birth rates, leading to fewer student enrollments.
4. Government education policies favoring public schools.
5. Labor protection laws affecting teacher recruitment and retention.
6. Economic downturns impacting affordability and financial stability.
7. Strict teacher licensing and certification requirements.

2) Development of Business-Oriented Management Strategies for Private School Sustainability

Following the SWOT analysis, a focus group discussion was conducted to draft business-oriented management strategies for private school sustainability. The TOWS Matrix (Heinz Weihrich, 1982) was used to match strengths-opportunities (SO), strengths-threats (ST), weaknesses-opportunities (WO), and weaknesses-threats (WT) to formulate effective strategies:

(SO) Strategies: Leveraging Strengths to Capitalize on Opportunities

1. Establish a clear school identity and student profile.
2. Define a long-term vision and strategic roadmap.
3. Develop structured action plans and implementation frameworks.
4. Foster a learning community among teachers, students, and parents.

(ST) Strategies: Utilizing Strengths to Overcome Threats

1. Conduct market research to understand demand trends.
2. Enhance public relations and marketing efforts to increase visibility.
3. Build strategic networks with other private schools.
4. Strengthen branding and positioning strategies to differentiate in the market.
5. Develop specialized curricula and extracurricular activities to attract students.
6. Benchmark student competencies with international standards.

(WO) Strategies: Addressing Weaknesses by Seizing Opportunities

1. Strengthen parental engagement and define teacher competency frameworks.
2. Introduce teacher incentives and benefits to retain staff.
3. Encourage parent participation in school initiatives.

4. Improve communication with parents and staff regarding tuition costs and school expenses.

(WT) Strategies: Minimizing Weaknesses to Mitigate Threats

1. Enhance teacher welfare and well-being programs.
2. Promote collaborative relationships between teachers and school leadership.
3. Educate teachers on financial literacy and career planning.
4. Implement a mentorship program for new teachers.
5. Develop a knowledge management system for sustainable staff development.
6. Invest in modern teaching tools and technology for classroom efficiency.

3) Validation and Assessment of Business-Oriented School Management Strategies

3.1 Feasibility and Practicality of Proposed Strategies

The feasibility of the proposed strategies was rated at a high level ($\bar{x} = 4.44$). The highest-rated strategies were:

- (SO) Strategies – Strengths-Opportunities ($\bar{x} = 4.64$)
- (ST) Strategies – Strengths-Threats ($\bar{x} = 4.58$)
- (WO) Strategies – Weaknesses- Opportunities ($\bar{x} = 4.28$)
- (WT) Strategies – Weaknesses-Threats ($\bar{x} = 4.27$)

3.2 Effectiveness and Benefits of the Proposed Strategies

The perceived benefits of these strategies were rated at the highest level ($\bar{x} = 4.64$). The strategies with the highest ratings included:

- (SO) Strategies – Strengths-Opportunities ($\bar{x} = 4.58$)
- (ST) Strategies – Strengths-Threats ($\bar{x} = 4.82$)
- (WO) Strategies – Weaknesses- Opportunities ($\bar{x} = 4.44$)
- (WT) Strategies – Weaknesses-Threats ($\bar{x} = 4.71$)

Table 1: Feasibility and Benefits Assessment of the Core Strategies in the Draft Business-Oriented School Management for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

Business-Oriented Management Strategies for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Area	Feasibility		Benefit	
	Mean	Interpretation	Mean	Interpretation
1. Strength-Opportunity (SO) Strategy	4.64	Highest	4.58	Highest
2. Strength-Threat (ST) Strategy	4.58	Highest	4.82	Highest
3. Weakness-Opportunity (WO) Strategy	4.28	High	4.44	High
4. Weakness-Threat (WT) Strategy	4.27	High	4.71	Highest
เฉลี่ย	4.44	High	4.64	Highest

3.2 Feasibility and Benefits Assessment of Secondary Strategies in the Draft Business-Oriented School Management for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

The assessment of the secondary strategies in the draft business-oriented school management framework for private school sustainability in Bangkok and its metropolitan areas reveals the following key findings

The overall feasibility of the secondary strategies was rated at a high level, with an average score of 4.37. Among the strategies, the highest-rated in feasibility were Strategies 1.1, 1.2, and 2.5, all scoring 4.77. Following closely behind was Strategy 1.3, with a score of 4.70. The strategy with the lowest feasibility rating was Strategy 3.4, which received a score of 3.77. Regarding the benefits of the secondary strategies, the overall score was 4.70, placing it at the highest level. The strategy with the highest benefits rating was Strategy 2.5, with a score of 4.93. The next highest-rated strategies were Strategies 2.1 and 2.2, both scoring 4.87. The strategy with the lowest benefits rating was Strategy 3.4, which received a score of 3.90.

These results indicate that Strategies 2.5, 1.1, and 1.2 are the most effective secondary strategies, demonstrating both high feasibility and significant benefits. In contrast, Strategy 3.4 had the lowest ratings in both feasibility and benefits, suggesting that further refinement may be needed to enhance its effectiveness. A detailed breakdown of these findings is presented in Table 2.

Table 2. Feasibility and Benefits Assessment of Secondary Strategies in the Draft Business-Oriented School Management for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Areas

Business-Oriented Management Strategies for the Sustainability of Private Schools in the Bangkok Metropolitan and Suburban Area	Feasibility		Benefit	
	Mean	Interpretation	Mean	Interpretation
1. Strength-Opportunity (SO) Strategy	4.64	Highest	4.58	Highest
1.1 Define a clear school identity and student characteristics.	4.77	Highest	4.80	Highest
1.2 Establish a clear vision and strategic plan.	4.77	Highest	4.67	Highest
1.3 Develop an action plan and implementation framework.	4.70	Highest	4.70	Highest
1.4 Create a learning community.	4.33	High	4.73	Highest
2. Strength-Threat (ST) Strategy	4.58	Highest	4.82	Highest
2.1 Conduct market research for the school.	4.60	Highest	4.87	Highest
2.2 Promote the school to increase public recognition.	4.67	Highest	4.87	Highest
2.3 Establish networks among private schools.	4.60	Highest	4.83	Highest
2.4 Develop a clear branding strategy for the education market.	4.50	High	4.77	Highest
2.5 Enhance curriculum and supplementary activities.	4.77	Highest	4.93	Highest
2.6 Benchmark student knowledge and competencies to international standards.	4.33	High	4.70	Highest
3. Weakness-Opportunity (WO) Strategy	4.28	High	4.44	High
3.1 Enhance parental engagement and define teacher competencies.	4.00	High	4.67	Highest
3.2 Increase teacher motivation through improved welfare and benefits.	4.00	High	4.73	Highest
3.3 Encourage parental involvement in school activities.	4.07	High	4.47	มาก
3.4 Communicate financial costs and expenditures transparently to parents and staff.	3.77	High	3.90	มาก
4. Weakness-Threat (WT) Strategy	4.27	High	4.71	Highest
4.1 Develop a welfare and well-being system for teachers.	4.07	High	4.77	Highest
4.2 Promote strong relationships between teachers and the organization.	4.40	High	4.80	Highest
4.3 Enhance teachers' financial literacy.	4.20	High	4.43	มาก
4.4 Implement a mentorship program for teacher development.	4.33	High	4.70	Highest
4.5 Establish a knowledge management system.	4.33	High	4.73	Highest
4.6 Provide modern technology and tools for teachers.	4.33	High	4.83	Highest
เฉลี่ย	4.38	High	4.70	Highest

Based on the analysis, evaluation, and validation of the draft business-oriented school management strategies for the sustainability of private schools researcher has synthesized findings refined the strategies to enhance their

completeness and effectiveness. The final strategic framework consists of 4 key strategies, 18 secondary strategies, and specific action plans under each strategy, as outlined below.

Key Strategy 1: Transforming Sustainable Quality Management

- 1.1 **Redefine organizational identity and student characteristics** to align with educational goals.
- 1.2 **Develop a strategic plan** that supports long-term sustainability.
- 1.3 **Enhance the school's image as a community-friendly organization.**
- 1.4 **Build a strong educational brand** to attract a broader target market.
- 1.5 **Ensure financial transparency** in funding and expenditures for stakeholders.
- 1.6 **Develop a knowledge management system** to improve organizational efficiency.

Key Strategy 2: Strengthening Educational Quality Networks

- 2.1 **Establish an integrated learning community** to promote knowledge sharing.
- 2.2 **Support systematic networking among private schools** to facilitate collaboration.
- 2.3 **Encourage stakeholder participation** in school development.
- 2.4 **Foster long-term commitment** among school staff and leadership.

Key Strategy 3: Enhancing Teacher Competency for Educational Transformation

- 3.1 **Upgrade teacher competencies** to meet the needs of modern education.
- 3.2 **Enhance motivation and professionalism** in teaching.
- 3.3 **Improve welfare and well-being systems** for teachers.
- 3.4 **Strengthen financial stability** for teachers to ensure job security.
- 3.5 **Implement a mentorship system** for continuous teacher development.

Key Strategy 4: Supporting Sustainable Learning Development

- 4.1 **Develop an integrated curriculum** that incorporates interdisciplinary learning.
- 4.2 **Enhance active learning activities** to promote student engagement.
- 4.3 **Implement international competency-based assessment systems** to evaluate student progress

DISCUSSION

The business-oriented management strategies for private school sustainability consist of **4 key strategies and 18 secondary strategies**. Each strategy is designed with specific action plans to enhance the effectiveness and sustainability of private school operations. The discussion of the research findings is as follows

Key Strategy 1: Transforming Sustainable Quality Management

This strategy emphasizes leveraging the strengths and opportunities of private schools to maximize competitive advantages. It focuses on redefining organizational identity and student characteristics through a clear vision and strategic direction that inspires both students and faculty. This aligns with the findings of Kalyarat Muangsong (2013), who emphasized the importance of setting a clear organizational direction and adopting integrated development strategies to enhance quality and sustainability in schools. Communicating the school's vision and mission effectively through various media channels, such as websites and social media, fosters engagement and participation from both staff and the surrounding community. Additionally, developing an effective public relations strategy plays a crucial role in strengthening the school's long-term reputation and credibility. The researcher also highlights that school management in the modern context must prioritize inspiration and stakeholder participation to achieve sustainable outcomes. Systematic rebranding and strategic communication can bridge the gap between vision and real-world implementation. However, successful integrated development relies on strong leadership, with school administrators who understand the specific context of their institution. Continuous evaluation and adaptation of strategies are essential to align with the changing educational environment.

Key Strategy 2: Strengthening Educational Quality Networks

This strategy focuses on utilizing strengths to address challenges in private school management. One of the key secondary strategies involves establishing an integrated learning community, which can be achieved through collaborative teacher workshops or online platforms for knowledge exchange. These initiatives promote professional development and pedagogical innovation, ultimately benefiting the overall quality of education. This approach aligns with the research of Netpanna Yavirach (2022), which emphasizes that effective private school leadership requires strategic communication skills to drive positive organizational change. Given the rapid evolution of the education landscape, teacher collaboration and knowledge-sharing communities are increasingly vital for adaptation and growth in a competitive environment.

Another secondary strategy, systematic networking between private schools, strengthens collaboration within the education sector. Regular workshops and exchange programs enable school administrators and teachers to learn from experts and integrate best practices into their institutions. This supports the findings of Chidphun Tantimak (2021), who stated that efficient network management benefits all stakeholders, including students, parents, communities, and schools.

Furthermore, creating partnerships with key stakeholders helps schools implement business-like strategies, enhancing efficiency and value creation. Systematic information exchange allows schools to improve education quality, ensuring that they meet the needs of students and communities.

Another critical strategy under this framework is encouraging stakeholder participation in school development. Engaging parents, communities, and schools in shaping curricula and extracurricular activities enhances educational relevance and improves student skill development in alignment with market demands. This supports the research of Kosinthorn Phulsawat and Chanmanee Silanukit (2021), which highlights that parental involvement in curriculum design and school activities enhances learning effectiveness and institutional competitiveness. Incorporating structured stakeholder collaboration and long-term engagement initiatives not only enhances satisfaction among parents but also strengthens private schools' competitive edge in the evolving education landscape.

Key Strategy 3: Enhancing Teacher Competency for Educational Transformation

This strategy focuses on leveraging internal weaknesses and external opportunities to build a stronger teaching workforce. One of the critical secondary strategies is enhancing modern teacher competencies through practical training and continuous professional development.

This aligns with the research of Atipat Kleesuntorn (2011), which emphasized that effective teacher training programs and lifelong learning are crucial in a rapidly evolving education sector. Teachers must adapt to emerging technologies and new teaching methodologies to remain relevant.

Strategic professional development benefits teachers by building confidence, improving instructional quality, and fostering continuous innovation. Schools should provide opportunities for teachers to experiment with innovative teaching techniques, such as active learning and project-based learning, and share their experiences with peers.

The researcher highlights that enhancing teacher competency is a critical strategy for adapting to changing educational demands. The following key points support this approach:

Technology Adaptation Training: Teachers should be trained in education technology tools, including AI-based learning platforms and digital classrooms, to meet the needs of a technology-driven education system.

Practical Application & Peer Exchange: Encouraging teachers to experiment with new methodologies and engage in peer-led knowledge sharing fosters a collaborative teaching environment.

Building Confidence & Professional Growth: Continuous training enhances teacher confidence and instructional creativity, ultimately improving classroom engagement.

Long-Term Impact on Learning Quality: Investing in teacher development leads to better learning outcomes and fosters a sustainable culture of academic excellence within schools.

Ensuring ongoing teacher development will sustainably strengthen private school education, making institutions more adaptive and competitive in the future.

Key Strategy 4: Supporting Sustainable Learning Development

This strategy prioritizes the integration of innovative curricula, active learning methodologies, and international benchmarking to enhance student outcomes. Schools should develop interdisciplinary curricula, promote active engagement through experiential learning, and adopt global assessment frameworks to ensure that students are well-prepared for future challenges.

implementing integrated, student-centered learning models, schools can equip students with strategies foster a future-ready education system that aligns with global standards and ensures long-term sustainability in private school management.

CONCLUSIONS AND RECOMMENDATIONS

The study on business-oriented school management strategies for the sustainability of private schools in the Bangkok metropolitan and suburban areas resulted in the development of four key strategies and eighteen secondary strategies, as follows:

Key Strategy 1: Transforming Sustainable Quality Management – This strategy focuses on redefining the school's identity, strategic planning, community engagement, branding, financial transparency, and knowledge management to enhance long-term sustainability.

Key Strategy 2: Strengthening Educational Quality Networks – This strategy emphasizes building learning communities, fostering private school collaboration, encouraging stakeholder participation, and strengthening organizational commitment to enhance educational quality.

Key Strategy 3: Enhancing Teacher Competency for Educational Transformation – This strategy targets teacher competency development, motivation, welfare improvement, financial stability, and mentorship programs to enhance instructional effectiveness.

Key Strategy 4: Supporting Sustainable Learning Development – This strategy aims to develop integrated curricula, promote active learning methodologies, and establish global competency assessment systems to ensure that students are well-prepared for future challenges.

RECOMMENDATIONS

1. Small and medium-sized private schools in the Bangkok metropolitan and suburban areas should implement **Key Strategy 1: Transforming Sustainable Quality Management** as a priority. Immediate execution of this strategy will **enhance their competitive advantage**, as it represents both a **strength and an opportunity** that can be **effectively leveraged** to improve and elevate the **quality of education** within the institution.

2. Administrators of small and medium-sized private schools in the Bangkok metropolitan and suburban areas should **accelerate the development of market research and school promotion efforts** to increase public awareness. Research findings indicate that these factors play a **crucial and highly beneficial role** in enhancing the **school's competitive edge** in the current education market.

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