

**DEVELOPMENTAL MANAGEMENT APPROACH  
TO IMPROVE THE EFFICIENCY OF THE THAI  
GOVERNMENT LOTTERY OFFICE: A CASE  
STUDY OF CONSUMER BUYING BEHAVIOR IN  
BANGKOK**

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*This research aims to explore developmental management strategies to enhance the operational efficiency of the Government Lottery Office (GLO) of Thailand, using consumer purchasing behavior in Bangkok as a case study. Employing a mixed-methods approach, the study collected quantitative data from 400 respondents via structured questionnaires, alongside qualitative insights through in-depth interviews with 10 key stakeholders, including GLO executives and relevant personnel.*

*The findings reveal that factors such as trust in the distribution system, ease of access to lottery products, and the organization's public image significantly influence consumer purchasing behavior. Furthermore, the adoption of developmental management principles-particularly participatory management, data-driven decision-making, and service innovation-has a positive impact on operational performance and public satisfaction.*

*This study suggests that enhancing consumer engagement through feedback mechanisms, modernizing distribution channels to align with consumer behavior, and rebranding the organizational image are critical strategies for the GLO to remain effective and responsive in a rapidly evolving digital economy. These approaches not only support organizational development but also reflect broader principles of public sector innovation and adaptive governance.*

*The research contributes to the field of development administration by demonstrating how consumer-centered strategies and participatory governance models can be effectively integrated into public sector management to achieve sustainable improvements in efficiency and public trust.*

**Keywords:** developmental management, operational efficiency, government lottery office, consumer behavior, public sector innovation, participatory governance, Thailand, Bangkok

**Introduction**

In the context of public administration, enhancing operational efficiency is a critical factor for government agencies striving to meet the increasing demands of citizens

and adapt to dynamic socio-economic environments. The Government Lottery Office (GLO) of Thailand plays a significant role in generating revenue for public welfare and funding various national development projects. However, like many public sector organizations, the GLO faces challenges related to improving service quality, organizational performance, and consumer satisfaction in an increasingly competitive and digitized market.

Developmental management, which emphasizes participatory decision-making, continuous innovation, and data-driven strategies, has emerged as a promising approach to address these challenges. This approach not only aims to improve internal processes but also seeks to align organizational goals with the needs and behaviors of the public it serves. Understanding consumer behavior, especially in urban settings such as Bangkok, is essential for designing effective management strategies that can enhance the efficiency and responsiveness of the GLO.

This study investigates the relationship between consumer purchasing behavior and the operational performance of the GLO in Bangkok. By examining these dynamics, the research aims to identify developmental management strategies that can elevate the GLO's effectiveness and public satisfaction. The findings will contribute to both theoretical knowledge and practical applications in the field of development administration, highlighting how public organizations can leverage consumer insights to drive sustainable organizational improvements.

**Objectives**

1. To analyze consumer purchasing behavior related to the Government Lottery Office products in Bangkok.
2. To evaluate the current operational efficiency of the Government Lottery Office in relation to consumer expectations and satisfaction.
3. To develop developmental management strategies aimed at enhancing the operational performance and public engagement of the Government Lottery Office.

**Literature & theory**

**Developmental management in public sector**

Developmental management is an approach that focuses on continuous improvement, innovation, and participatory governance to enhance the effectiveness and efficiency of public organizations. Scholars such as Rondinelli (1983) and Korten (1980) emphasize the importance of involving stakeholders in decision-making processes and adopting flexible strategies that respond to changing environmental conditions.

This approach contrasts with traditional bureaucratic models by promoting adaptability and responsiveness to citizen needs.

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***Operational efficiency in government organizations***

Operational efficiency in public agencies involves optimizing resources to deliver quality services effectively and economically. Research by Osborne & Gaebler (1992) highlights the New Public Management (NPM) framework, which advocates for performance measurement, customer orientation, and managerial autonomy as tools to improve government operations. Moreover, recent studies suggest integrating digital technologies and data analytics to enhance service delivery and transparency (Mergel, 2019).

***Consumer behavior in public service contexts***

Understanding consumer behavior is critical for public organizations aiming to improve service design and delivery. Kotler & Lee (2008) discuss how public sector entities can benefit from market orientation by analyzing consumer preferences and satisfaction. Behavioral factors such as trust, accessibility, and perceived value influence purchasing decisions and engagement with government services (Parasuraman et al., 1988). In the context of lotteries, consumer behavior also reflects cultural and socio-economic variables that affect demand patterns.

***Integrating developmental management with consumer insights***

Recent theoretical developments advocate combining developmental management principles with deep consumer insights to drive organizational change in public institutions. The integration enables organizations like the Government Lottery Office to tailor strategies that improve operational performance while enhancing citizen participation and trust (Bryson et al., 2014). This synergy supports sustainable development and effective governance in complex public environments.

**Methodology*****Research design***

This study employs a mixed-methods research design, combining quantitative and qualitative approaches to gain comprehensive insights into consumer purchasing behavior and the operational efficiency of the Government Lottery Office (GLO) in Bangkok.

***Population and sample***

The target population consists of lottery consumers residing in Bangkok. A sample of 400 respondents was selected using stratified random sampling to ensure representation across different age groups, income levels, and geographic areas. Additionally, purposive sampling was used to select 10 key informants from GLO management and staff for in-depth interviews.

***Data collection***

Quantitative data were collected through structured questionnaires distributed to the selected lottery consumers.

The questionnaire included sections on demographic information, purchasing habits, satisfaction levels, and perceptions of the GLO's services.

Qualitative data were gathered via semi-structured interviews with GLO executives and staff to explore organizational challenges, management practices, and developmental strategies.

***Data analysis***

Quantitative data were analyzed using descriptive statistics, correlation analysis, and regression techniques to identify relationships between consumer behavior and service efficiency.

Qualitative data from interviews were transcribed and analyzed through thematic content analysis to extract key themes related to developmental management and operational improvement.

***Ethical considerations***

The study ensured informed consent from all participants, confidentiality of personal information, and voluntary participation. Data were anonymized to protect the identity of respondents and key informants.

**Data collection**

The data collection process consisted of two main components: quantitative and qualitative data gathering.

***Quantitative data***

A structured questionnaire was designed to capture consumer purchasing behavior, satisfaction, and perceptions related to the Government Lottery Office (GLO) services. The questionnaire included closed-ended questions and Likert-scale items.

It was distributed to a stratified random sample of 400 lottery consumers residing in different districts of Bangkok. Data collection was conducted through face-to-face interviews and online surveys over a period of two months.

***Qualitative data***

Semi-structured interviews were conducted with 10 key informants, including GLO executives and staff responsible for operational management.

The interviews aimed to explore internal management practices, challenges faced in service delivery, and perspectives on potential developmental strategies.

Each interview lasted approximately 45–60 minutes and was audio-recorded with participant consent for accurate transcription.

All collected data were securely stored and handled confidentially, ensuring that participants' identities remained anonymous throughout the research process.

## Results

### *Quantitative findings*

The analysis of survey data from 400 lottery consumers in Bangkok revealed several key insights regarding their purchasing behavior and satisfaction with the Government Lottery Office (GLO). Most respondents indicated a high level of trust in the official lottery system, with 78% expressing confidence in the fairness and transparency of the lottery process. Accessibility to purchase points was also rated positively, with 65% of participants reporting convenience in obtaining lottery tickets.

Correlation analysis showed a significant positive relationship between consumer satisfaction and perceived operational efficiency of the GLO ( $r = 0.68$ ,  $p < 0.01$ ). Additionally, consumers who perceived the organization's image as modern and responsive were more likely to express loyalty and repeat purchase behavior.

### *Qualitative findings*

Interviews with GLO executives and staff highlighted challenges related to outdated distribution channels and limited consumer engagement mechanisms. Participants emphasized the need for modernization through digital platforms and enhanced customer feedback systems. They also recognized the importance of adopting participatory management practices to improve organizational responsiveness.

Key themes emerging from the qualitative data included:

The necessity of innovation in service delivery,

Enhancing stakeholder participation in decision-making,

Improving communication and marketing strategies to rebuild public trust.

## Summary

The combined results suggest that integrating consumer insights with developmental management approaches can significantly improve the operational efficiency and public satisfaction of the Government Lottery Office. Implementing strategies focused on digital transformation, participatory governance, and image enhancement is crucial for sustainable organizational development.

## Recommendations

The Doctor of Philosophy program in Development Management should apply the research results so that the service recipients can understand correctly and imprint on the course and have confidence in Suan Sunandha Rajabhat University.

The creation of a database for requesting academic services should be organized into a systematic, easily accessible platform that allows for efficient storage and

retrieval of data. This ensures that both service providers and recipients can track and access relevant information promptly.

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