

How Can a Traditional Medical Company Maintain Cultural Authenticity While Adapting to Modern Management Guidelines?

Muhamad Azlan bin Md Aris¹, Nurshahira Ibrahim^{2*}

¹Academy of Contemporary Islamic Studies, University Teknologi MARA, Kampus Shah Alam, Malaysia

²Academy of Contemporary Islamic Studies, University Teknologi MARA, Kampus Pahang, Malaysia

*Corresponding Author

DOI: <https://dx.doi.org/10.47772/IJRISS.2025.9020001>

Received: 21 January 2025; Accepted: 25 January 2025; Published: 26 February 2025

ABSTRACT

This research paper addresses the critical challenge faced by traditional medical companies in maintaining cultural authenticity while adapting to modern management guidelines, a complex issue that impacts the continuity and sustainability of these organizations in a rapidly globalizing world. The primary objective of this study is to identify effective strategies for balancing traditional practices with contemporary business approaches, thereby ensuring the preservation of cultural heritage while fostering growth and innovation in the traditional medicine sector. Employing a qualitative research design, the study combines a comprehensive literature review, in-depth analysis of case studies, and examination of industry trends over the past year to investigate this multifaceted problem. Data collection methods included document analysis and case studies, with content analysis serving as the primary analytical instrument. Key findings highlight the importance of adopting hybrid organizational structures that blend traditional and modern approaches, investing significantly in research and development to scientifically validate traditional practices, engaging with supportive government policies and regulatory frameworks, addressing evolving consumer perceptions and market trends, and integrating emerging technologies such as artificial intelligence (AI), Internet of Things (IoT), and big data analytics. The implications of this study extend beyond the traditional medicine sector, offering valuable insights for other industries grappling with similar challenges of cultural preservation in a rapidly changing global landscape. Recommendations for traditional medical companies include developing clear guidelines for integrating modern management practices while preserving core cultural values, establishing partnerships with academic institutions for research validation, implementing robust quality control measures, and leveraging digital platforms for knowledge dissemination and customer engagement. This research contributes to the ongoing dialogue on the integration of traditional medicine into modern healthcare systems and provides a framework for organizations seeking to navigate the delicate balance between cultural authenticity and contemporary business practices.

Keywords: traditional medicine, cultural authenticity, modern management, hybrid management, organizational adaptation.

INTRODUCTION

In an era of rapid globalization and technological advancement, traditional medical companies face a unique challenge maintaining their cultural authenticity while adapting to modern management practices. This dichotomy presents a complex issue that merits in-depth exploration, as it touches upon the intersection of cultural heritage, medical traditions, and contemporary business practices. The tension between preserving traditional knowledge and embracing modern scientific approaches has been well-documented in the literature (Bodeker et al., 2005; Waldram, 2000). The core research problem lies in the inherent conflict between maintaining cultural authenticity and adapting to modern management guidelines, which significantly impacts the continuity and sustainability of traditional medical companies.

Traditional medicine, deeply rooted in cultural practices and beliefs, has been a cornerstone of healthcare for millennia in many societies. From Traditional Chinese Medicine (TCM) to Ayurveda in India, these practices have not only provided healthcare solutions but have also been integral to cultural identity (Patwardhan et al., 2005). However, as the world becomes increasingly interconnected and as evidence-based medicine gains prominence, traditional medical companies find themselves at a crossroads. The challenge of integrating traditional medical systems into modern healthcare frameworks has been a subject of ongoing debate and research (Fan et al., 2012; Tilburt & Kaptchuk, 2008).

The World Health Organization (WHO) has recognized the importance of traditional and complementary medicine (T&CM) in achieving universal health coverage (UHC) (Zhang et al., 2019). T&CM has been acknowledged for its role in primary healthcare, particularly in the Western Pacific Region (Park & Canaway, 2019). Integration of T&CM into national health systems can contribute to improving healthcare quality, efficiency, equity, accountability, and sustainability (Park & Canaway, 2019). To address this issue, various efforts have been made, including the WHO's promotion of T&CM since 1978, emphasizing its potential in health promotion, disease prevention, and treatment of infectious diseases (Hollenberg et al., 2009). Additionally, the creation of a Global Atlas on T&CM by WHO aims to facilitate information sharing and policy development among countries (Bodeker, 2004). However, these efforts have not fully resolved the tension between cultural preservation and modernization. This research proposes to investigate innovative strategies that can help traditional medical companies maintain their cultural integrity while adapting to contemporary business practices. The urgency of this research lies in the rapid pace of globalization and technological advancement, which threatens to erode traditional practices if not addressed promptly. The primary objective of this study is to develop a framework that enables traditional medical companies to navigate the complex terrain of cultural authenticity and modern management, ensuring their long-term viability and relevance in the global healthcare market.

This study will explore the complexities arising from the intersection of tradition and modernity, evaluate examples of organizations that have effectively managed this dynamic, and offer actionable recommendations for preserving cultural heritage while embracing modern business methodologies. The study will draw upon a wide range of sources, including academic literature, industry reports, and expert interviews to provide a comprehensive analysis of this complex issue. The findings of this study will have implications not only for traditional medical companies but also for policymakers, healthcare professionals, and consumers. As the global healthcare landscape continues to evolve, understanding how to integrate traditional practices with modern management approaches will be crucial for ensuring the sustainability and relevance of traditional medicine in the 21st century. This research contributes to the ongoing dialogue on the integration of traditional medicine into modern healthcare systems (Guo et al., 2021; Jagtenberg et al., 2006) and offers insights that may be applicable to other industries facing similar challenges of cultural preservation in a rapidly changing world.

LITERATURE REVIEW

The literature review on the integration of cultural authenticity in traditional medicine with modern management practices reveals a complex and multifaceted landscape. This section examines the challenges and opportunities faced by traditional medical companies as they navigate the delicate balance between preserving their cultural heritage and adapting to contemporary business environments. The review encompasses several key areas, including the concept of cultural authenticity in traditional medicine, the evolution of modern management practices in healthcare, strategies for integrating traditional medicine with modern approaches, and the challenges in balancing tradition and modernity. By synthesizing findings from various studies and perspectives, this review aims to provide a comprehensive understanding of the current state of knowledge in this field and identify potential areas for future research.

Cultural Authenticity in Traditional Medicine

The concept of cultural authenticity in traditional medicine has been extensively debated in academic literature. Bodeker et al. (2005) provide a comprehensive definition, emphasizing that cultural authenticity extends beyond mere adherence to traditional practices and encompasses the broader cultural context in which these practices are embedded. This holistic view of authenticity highlights the intricate relationship between medical practices

and cultural identity, a theme further explored by Waldram (2000) in his study of indigenous healing practices. Waldram's work is particularly significant as it underscores the contested nature of authenticity in traditional medicine. He argues that different stakeholders – including practitioners, patients, regulatory bodies, and pharmaceutical companies – may have divergent interpretations of what constitutes "authentic" traditional medicine. This multiplicity of perspectives adds a layer of complexity to the challenge of maintaining cultural authenticity in a globalizing world.

The evolution of Traditional Chinese Medicine (TCM) offers a compelling case study in the struggle to maintain cultural authenticity while adapting to modern scientific standards. Xu et al. (2013) provide a detailed examination of this process, highlighting the importance of preserving classical texts, traditional diagnostic methods, and herbal formulations. Their work reveals the tension between tradition and modernity that permeates many traditional medical systems, as they strive to retain their cultural essence while gaining acceptance in the contemporary healthcare landscape.

Modern Management Practices in Healthcare

The healthcare sector has witnessed a significant shift towards modern management practices in recent decades, a trend that has profound implications for traditional medical companies. Porter and Teisberg's (2006) seminal work on value-based healthcare delivery emphasizes the need for outcome measurement and cost control, principles that may challenge the holistic and often qualitative approaches of traditional medicine.

Healthcare management is evolving to address global challenges and improve organizational performance. Fried & Harris (2007) highlight the impact of globalization on healthcare, emphasizing the need for leaders to develop strategies that address international pressures and opportunities. The implementation of Environmental, Social, and Governance (ESG) principles in healthcare management is crucial for sustainability and achieving Sustainable Development Goals (Maerdan & Rakhmatullayeva, 2024). Adopting management innovations in professional healthcare organizations requires critical practices, including creating a unique organizational vocabulary and fostering internal change agents (Hellström et al., 2015). Healthcare managers face complex challenges in selecting technologies, negotiating financial deals, and balancing competing demands from various stakeholders (Baker, 2001). To address these challenges and transform healthcare experiences, organizations must focus on developing integrated care for chronic conditions, improving access to effective interventions, and investing in information technology (Baker, 2001).

The adoption of evidence-based management in healthcare, as discussed by Walshe and Rundall (2001), presents both opportunities and challenges for traditional medical companies. On one hand, evidence-based approaches can enhance decision-making and improve outcomes, potentially lending greater credibility to traditional practices. On the other hand, these approaches may conflict with traditional practices that rely more on experiential knowledge and holistic philosophies of health and healing.

Integration of Traditional Medicine and Modern Management

The integration of traditional medicine with modern management practices is an emerging field of study that offers rich insights into the challenges and opportunities faced by traditional medical companies. Fan et al. (2012) provide a detailed examination of the modernization of TCM in China, highlighting how traditional medical institutions have adopted modern management techniques while striving to maintain their cultural essence. Their work underscores the critical role of government policies in shaping this integration process, a theme that warrants further exploration in different cultural and regulatory contexts.

Patwardhan et al. (2005) offer a compelling argument for a "reverse pharmacology" approach, where traditional knowledge guides modern drug discovery processes. This innovative perspective demonstrates how traditional practices can be valuable in contemporary contexts, potentially bridging the gap between cultural authenticity and scientific validation. The case study by Yeung et al. (2009) on the modernization of a traditional Chinese medicine hospital provides valuable insights into the practical challenges of implementing modern management systems in a traditional setting. Their emphasis on the importance of staff training, clear communication, and respect for traditional hierarchies offers a roadmap for other traditional medical institutions seeking to modernize

their operations.

Challenges in Balancing Tradition and Modernity

The challenges faced by traditional medical companies in balancing cultural authenticity with modern management practices are multifaceted and complex. Tilburt and Kaptchuk (2008) delve into the ethical implications of integrating traditional medicine into modern healthcare systems, raising important questions about informed consent and the validation of traditional practices. Their work highlights the need for ethical frameworks that can accommodate diverse cultural perspectives on health and healing.

Hollenberg and Muzzin (2010) provide a critical examination of the power dynamics at play when traditional medicine is integrated into mainstream healthcare systems. Their argument that the process of integration often leads to the marginalization of traditional knowledge systems raises important questions about how to maintain cultural authenticity in the face of institutional pressures.

The study by Pordié and Gaudillière (2014) on the industrialization of Ayurvedic medicine in India offers a nuanced perspective on the transformation of traditional medical knowledge into commercial products. Their work highlights the tensions between maintaining traditional formulations and meeting modern regulatory standards, a challenge that many traditional medical companies face as they seek to expand their market presence.

Strategies for Maintaining Cultural Authenticity

Research on strategies for maintaining cultural authenticity while modernizing offers valuable insights for traditional medical companies. Guo et al. (2021) propose a comprehensive framework for the sustainable development of traditional medicine, emphasizing the importance of preserving traditional knowledge, promoting research and development, and ensuring quality control. Their work provides a roadmap for companies seeking to balance tradition and innovation.

Jagtenberg et al. (2006) argue for a "critical holism" approach in integrating traditional and modern medical systems. This perspective offers a nuanced way of maintaining the integrity of traditional practices while also benefiting from modern scientific insights, potentially resolving some of the tensions between cultural authenticity and scientific validation.

Recent studies highlight the importance of cultural authenticity and strategic branding for Traditional Chinese Medicine (TCM) companies in global markets. Leveraging cultural heritage through brand logos can enhance perceived uniqueness and willingness to try among Western consumers (Southworth & Ha-Brookshire, 2016). For TCM brands, a 10P framework focusing on elements like prospect, prescription, and partnership has been proposed to develop brand equity in the digital era (Wu, 2022; Yang et al., 2022). E-partnerships and product reviews significantly impact brand performance in different markets (Yang et al., 2022). Strategic planning and continuous brand development are crucial for success, as demonstrated by the case of Aimer, a Chinese lingerie company (Yu et al., 2019). These studies emphasize the importance of cultural authenticity, strategic branding, and digital marketing in building strong TCM brands globally, offering insights for companies seeking to differentiate themselves in competitive international markets.

Research Gaps

While the existing literature provides a solid foundation for understanding the challenges and opportunities faced by traditional medical companies, several research gaps remain. First, there is a need for more longitudinal studies that track the long-term outcomes of different integration strategies. Such research could provide valuable insights into the sustainability of various approaches to balancing tradition and modernity.

Second, the impact of emerging technologies on traditional medical practices and their potential to bridge the gap between cultural authenticity and modern management remains underexplored. Future research could examine how technologies such as artificial intelligence, blockchain, and telemedicine are reshaping the

landscape of traditional medicine. Third, there is a dearth of comparative studies examining how different cultural contexts and regulatory environments shape the integration of traditional medicine and modern management practices. Cross-cultural research could yield valuable insights into best practices and potential pitfalls in this process.

Finally, the role of consumer perceptions and market dynamics in shaping the strategies of traditional medical companies warrants further investigation. As global interest in alternative and complementary medicine continues to grow, understanding how consumer preferences influence the balance between tradition and modernity could provide valuable guidance for companies navigating this complex terrain. In conclusion, this literature review reveals a rich and complex landscape of research on the integration of cultural authenticity in traditional medicine with modern management practices. While significant progress has been made in understanding the challenges and opportunities in this field, numerous avenues for future research remain. As traditional medical companies continue to navigate the delicate balance between preserving their cultural heritage and adapting to contemporary business environments, ongoing research in this area will be crucial for informing both practice and policy.

RESULTS

The results of our comprehensive review and analysis reveal several key findings regarding how traditional medical companies can maintain cultural authenticity while adapting to modern management guidelines. These findings are based on a synthesis of existing literature, case studies, and industry reports.

This analysis indicates that integration of traditional medicine with modern approaches has gained attention in recent years. This study found that companies like The Himalaya Drug Company have successfully combining Ayurvedic formulations with modern R&D and quality control practices to achieve global recognition (R. Srinivasan, 2016). However, research shows that this integration faces challenges such as the need for scientific validation and regulatory standardization (Divya Kalra et al., 2024). Notably, we observed that traditional practices like Ayurveda show promise in managing chronic diseases and enhancing stress tolerance when combined with modern techniques (Divya Kalra et al., 2024). These findings suggest that ancient Indian wisdom, as found in scriptures like the Vedas and Bhagavad Gita, offers valuable insights for modern management practices, potentially creating a more sustainable paradigm (Anindo Bhattacharjee, 2012). This research concludes that to develop effective standards for traditional Indian medicine, an inter-cultural approach is necessary, involving collaboration between scientists and traditional knowledge experts to create relevant quality, safety, and efficacy measures (Shankar et al., 2007).

An additional study of the Beijing-based Tong Ren Tang (TRT) Group, established in 1669, exemplifies the successful integration of traditional Chinese medicine (TCM) with modern business practices. The study shows that a corporate heritage brand, TRT maintains strong connections to China's imperial past while adapting to contemporary markets (J. Balmer & Weifeng Chen, 2016). This research indicates that the company's attractiveness to Chinese consumers stems from its multiple role identities, including national, corporate, and imperial, which contribute to customer satisfaction and reinforce Chinese cultural identity (J. Balmer & Weifeng Chen, 2016). We observed that TRT's ability to preserve traditional techniques while embracing modern management practices aligns with the broader modernization efforts in TCM. Our analysis reveals that these efforts, characterized by three phases since the 1950s, have focused on developing education, research, and legal frameworks, as well as consolidating TCM's scientific basis through interdisciplinary collaborations (Qihe Xu et al., 2013). This finding demonstrates the potential for harmonious integration of tradition and modernity in the TCM industry.

However, our research highlights that the path to such integration is fraught with challenges. A key finding from a survey conducted by the World Health Organization (2022) revealed that 78% of traditional medical companies reported difficulties in meeting modern regulatory standards while maintaining traditional formulations. This statistic underscores the tension between adhering to time-honoured practices and complying with contemporary regulatory frameworks. Our analysis indicates that the challenges in standardizing natural ingredients and proving efficacy through clinical trials further complicate this issue, as traditional formulations often rely on complex interactions between multiple components that are not easily quantified or standardized according to

modern scientific paradigms (Patwardhan et al., 2005).

This research also identified knowledge transfer as a critical challenge in modernizing traditional practices, particularly in medicine. Our findings highlight the need for bridging the gap between scientific and traditional knowledge systems (Roux et al., 2006). We observed that the transition from oral traditions to digital platforms presents both opportunities and obstacles, with practitioners expressing concerns about the loss of traditional wisdom (Kumar, 2024; Basak et al., 2024). Our research reveals that challenges include economic constraints, lack of documentation, and reduced interest among younger generations (Basak et al., 2024). We found that the development of Traditional Medicine Information Systems (TMIS) has shown progress in database creation and standardization but faces hurdles in establishing universal terminology and ensuring data quality (Mirzaeian et al., 2019). To address these issues, our analysis suggests collaborative learning approaches, integrating traditional methods with modern tools, and fostering knowledge interfacing between science and management (Roux et al., 2006; Basak et al., 2024). These strategies aim to preserve valuable traditional knowledge while adapting to contemporary healthcare needs.

Our finding indicate that market pressures also play a significant role in shaping the strategies of traditional medical companies. For example, from the Global Traditional Medicine Market Report (2023) show that 82% of companies were under pressure to revise traditional products to satisfy evolving consumer preferences. This statistic highlights the tension between maintaining authentic practices and adapting to changing market demands, emphasizing the need for innovative approaches that can satisfy both imperatives.

Recent research highlights strategies for balancing cultural authenticity with modernization in business. Organizations are adopting hybrid structures that combine traditional elements with contemporary practices (Unachukwu et al., 2023). In the fashion industry, Chinese brands are successfully preserving cultural heritage by contemporizing traditional styles and leveraging digital technologies (Liu et al., 2024). Indigenous communities, such as the Ketmung Traditional Village, have integrated traditional values with modern needs through adaptive leadership structures and education systems (Waicang et al., 2024). The concept of hybridity extends to workforce management, where organizations like PT. Darmasindo Intikaret are implementing hybrid work arrangements to enhance productivity and employee satisfaction (Givan, 2024). Across these studies, organizational adaptability emerges as a crucial factor in successfully navigating the challenges of modernization while maintaining cultural authenticity. This approach allows companies to bridge traditional and contemporary worlds, fostering innovation and sustainable practices (Unachukwu et al., 2023; Liu et al., 2024; Waicang et al., 2024; Givan, 2024).

Research and development (R&D) plays a crucial role in modernizing traditional medicine. Studies indicate that countries investing heavily in R&D, such as China, Hong Kong, Taiwan, and South Korea, have developed sophisticated innovation systems in traditional medicine (Fung & Wong, 2015). The modernization process, or "scientization," involves evaluating efficacy, safety, and mechanisms of action, developing quality control standards, and exploring international markets (Zhang et al., 2024). Challenges in this process include assessing pharmacological properties, applying new "-omics" techniques, and implementing international practices like good manufacturing and clinical practices (Chang-xiao et al., 2009). There's a global shift in R&D strategy from focusing solely on efficacy to emphasizing a broader research spectrum, including context, safety, and comparative effectiveness (Hök et al., 2012). While significant investments in traditional medicine R&D are observed in Asia, Australia, and North America, Europe lags behind, suggesting a need for increased funding and centralized research efforts (Hök et al., 2012).

The implementation of comprehensive cultural training programs is crucial for integrating diverse cultural perspectives into business strategies and healthcare systems. Research indicates that successful organizations invest in cultural intelligence training and foster inclusive leadership to balance cultural authenticity with global adaptability (Unachukwu et al., 2023). In healthcare, enhancing cultural competency and safety training among leadership and employees is essential for expanding traditional Indigenous healing practices (Drost, 2019). Conservation of medicinal plants, vital to traditional medicine, requires a combination of traditional and modern strategies, including cultural methods, social taboos, and in situ and ex situ conservation approaches (Chebii Willy et al., 2023). Adhering to tradition and protocol, establishing meaningful partnerships, and strengthening organizational facets of program delivery are key factors in successfully implementing cultural authenticity

programs (Drost, 2019). These efforts are crucial for addressing health disparities and fostering a culture of respect for traditional practices alongside modern techniques.

The regulation and integration of traditional medicine (TM) into modern healthcare systems vary globally, with some countries having more supportive policies than others (Netzer et al., 2021). Developed nations like Germany and Japan have stricter regulatory policies, while the USA faces challenges in establishing effective regulations (Netzer et al., 2021). Developing countries like China and India have implemented thorough regulations and supportive policies for TM (Netzer et al., 2021; Srikanth, 2021). Integration works best when based on self-regulation, drug control, and research support (Bodeker, 2001). The modernization of TM has progressed rapidly in the last two decades, with countries like China, Hong Kong, Taiwan, and South Korea demonstrating sophisticated innovation systems in terms of scientific publications and trademarks (Fung & Wong, 2015). However, challenges remain in developing integrative approaches due to differences in health perceptions and epistemological disparities between conventional and traditional systems (Srikanth, 2021).

Traditional medicine plays a significant role in global healthcare, with an estimated 80% of the world's population relying on it for primary care (Zhang et al., 2024). The market for traditional medicine is projected to reach \$115 billion by 2023, growing at a CAGR of 7.2% (Levy, 1964). This growth is driven by factors such as an aging population, increased consumer awareness, and cost-effectiveness compared to modern medicine (McGill-Carter, 2020). Vietnamese traditional medicinal herbs show potential for global market expansion, balancing cultural heritage with contemporary relevance (Nguyen, 2024). The integration of traditional medicine with modern biomedicine involves a process of "scientization," focusing on efficacy, safety, and quality control standards (Zhang et al., 2024). As countries seek to expand healthcare coverage amid rising costs, traditional and complementary medicine offers a valuable tool for addressing chronic diseases and meeting the health needs of aging populations (McGill-Carter, 2020).

Emerging technologies are revolutionizing supply chain management and customer relationship practices. Artificial Intelligence (AI), Machine Learning (ML), and Big Data Analytics are enhancing decision-making, forecasting, and agility in supply chains (Jayapal Vummadi & Krishna Hajarath, 2024). These technologies, along with blockchain and the Internet of Things (IoT), are transforming traditional practices, improving efficiency, transparency, and sustainability (Bhanu Prakash Sah et al., 2024). The integration of AI, blockchain, and big data in Customer Relationship Management (CRM) systems is enabling enterprises to offer more personalized services, improve customer satisfaction, and increase profitability (Lampropoulos et al., 2022). However, challenges such as data security, change management, and organizational resistance persist (Nasereddin, 2024). Despite these obstacles, the judicious application of these technologies offers new avenues for maintaining competitiveness and resilience in the digital age, with potential applications in sustainable sourcing and ethical practices (Bhanu Prakash Sah et al., 2024).

In conclusion, these results provide a comprehensive overview of the current landscape for traditional medical companies striving to maintain cultural authenticity while adapting to modern management guidelines. The findings highlight both the challenges and opportunities present in this endeavor, setting the stage for a deeper discussion of their implications and potential strategies for success.

DISCUSSION

This discussion interprets these findings in the context of the challenges and opportunities faced by these companies, exploring the implications for various stakeholders and proposing potential strategies for successful integration.

Balancing tradition and innovation emerge as a critical factor in the continued success and global expansion of long-established companies. The concept of "innovation through tradition" (ITT) demonstrates how family businesses can leverage their heritage as a source of innovation (Massis et al., 2016). This approach involves interiorizing and reinterpreting past knowledge to innovate new products while maintaining cultural authenticity. Companies like Himalaya Drug Company have successfully implemented focused differentiation strategies, combining Ayurvedic traditions with modern scientific standards to compete in global markets (Srinivasan, 2016). The adaptation of traditional arts, such as Baiju opera in China, to contemporary trends while preserving

their essence (Wu et al., 2024) further illustrates this balance. The concept of "temporal symbiosis" introduced in research on Turkish family firms offers a framework for simultaneously maintaining tradition and driving innovation (Erdogan et al., 2020).

However, the challenges identified in our research, particularly in areas such as regulatory compliance and knowledge transfer, highlight the delicate nature of this balance. The difficulty in standardizing natural ingredients and proving efficacy through clinical trials points to a fundamental tension between traditional holistic approaches and modern scientific paradigms. This tension is further exacerbated by the risk of losing traditional knowledge in the process of modernization.

The role of organizational structure and culture in achieving this balance cannot be overstated. Successful companies often adopt hybrid structures that combine traditional hierarchies with modern management approaches, allowing for flexibility and adaptation to diverse cultural inputs (Jacob, 2007). A well-defined, positive organizational culture aligned with strategic goals is essential for long-term success and resilience in dynamic markets (Ghaleb, 2024). Organizations actively shape cultural associations and understandings through their forms, routines, and operations, influencing the "structure of culture" (Lizardo & Jilbert, 2022). However, traditional organizational structures may not be suitable for managing diversity in multicultural settings, necessitating more fluid and evolving structures (Jacob, 2007).

The importance of research and development (R&D) in successfully modernizing while maintaining authenticity is a crucial finding. This suggests that scientific validation of traditional practices is not necessarily at odds with cultural authenticity. Instead, it can be seen as a way of translating traditional knowledge into a language that is understood and respected in the modern world. This approach aligns with the concept of "reverse pharmacology" discussed by Patwardhan et al. (2005), where traditional knowledge guides modern drug discovery processes. By investing in R&D, traditional medical companies can not only meet modern standards of efficacy and safety but also potentially uncover new applications for traditional remedies, thereby enhancing their value and relevance in contemporary healthcare.

The influence of government policies and regulatory frameworks on the modernization of traditional medicine is significant. The integration of traditional medicine systems into national healthcare frameworks, as seen with India's AYUSH (Ayurveda, Yoga, Unani, Siddha, and Homeopathy) systems, demonstrates the growing recognition of traditional knowledge in achieving universal healthcare (Thyagarajan, 2023). However, the challenge lies in developing regulatory frameworks that are appropriate for traditional medicine, respecting the unique characteristics of traditional medical systems while ensuring safety and efficacy. This requires close collaboration between policymakers, traditional medicine practitioners, and modern healthcare experts.

Meeting consumer expectations presents both challenges and opportunities for traditional medicine companies. The renewed interest in traditional medicine, driven by consumers seeking both authentic products and scientific validation (McGill-Carter, 2020), requires companies to balance traditional production methods with modern scientific approaches (Jamal, 2007). Research shows that consumers perceive products made using traditional methods as higher quality, believing these brands contribute positively to society through cultural preservation (Wilcox et al., 2023). To meet these expectations, companies must adopt a holistic approach, investing in scientific research to support their claims while maintaining traditional practices (Jamal, 2007).

The integration of emerging technologies like AI, big data, and the IoT is transforming traditional medicine and pharmaceutical manufacturing. These technologies enhance diagnostic accuracy, treatment efficacy, and drug discovery in traditional Chinese medicine (Lu et al., 2024), while also improving formulation analysis and quality control in pharmaceutical production (Soni & Patel, 2024). The digital transformation of traditional medicine pharmacies incorporates AI, big data, and cloud computing to innovate pharmaceutical technology, accelerate research, and boost industry efficiency (Wu et al., 2024). Despite challenges such as data standardization and security concerns, the integration of these technologies promises to enhance the efficacy, accessibility, and modernization of both traditional and modern medicine practices.

The holistic integration of traditional and modern medicine is gaining recognition as an approach that combines the strengths of both systems to improve patient outcomes (Bagga et al., 2024; Kustiyati et al., 2024). This

approach emphasizes disease prevention, health promotion, and collaborative care among practitioners from different disciplines. Efforts to foster collaboration between traditional health practitioners (THPs) and biomedical health practitioners (BHPs) have been documented globally, with activities including relationship building, training, coordinated meetings, cross-referrals, and joint health promotion (Jama et al., 2024). However, practitioner-level collaborations remain sparse, highlighting the need for more research and implementation of integration policies.

In conclusion, the path to maintaining cultural authenticity while adapting to modern management guidelines is complex but navigable. It requires a delicate balance of respect for tradition and openness to innovation, underpinned by a deep understanding of both the cultural foundations of traditional medicine and the demands of the modern business environment. By adopting a holistic approach that encompasses organizational structure, R&D, policy engagement, marketing, and technological innovation, traditional medical companies can preserve their cultural heritage while thriving in the contemporary global marketplace. As the healthcare landscape continues to evolve, these strategies will be crucial in ensuring that traditional medical practices remain relevant, effective, and true to their cultural roots in the face of modernization pressures.

CONCLUSION

The findings of this research offer crucial recommendations for traditional medical companies aiming to balance cultural authenticity with modern management practices. Key strategies include adopting a holistic approach to modernization that respects traditional knowledge systems, investing significantly in R&D to validate traditional practices scientifically, and implementing hybrid organizational structures that combine traditional and modern management approaches. The research emphasizes the importance of preserving cultural knowledge through comprehensive training programs and technology integration, while cautioning against inadvertent reinforcement of stereotypes in cultural competence programs. It highlights the need for supportive regulatory frameworks that recognize the unique characteristics of traditional medical systems while ensuring safety and efficacy. The integration of traditional practices with modern marketing strategies and emerging technologies like AI, IoT, and big data analytics is identified as crucial for enhancing healthcare outcomes and patient experiences. Fostering collaborations between traditional practitioners and modern healthcare experts is recommended to create innovative, integrated approaches to healthcare. The study concludes that while challenging, maintaining cultural authenticity while adapting to modern guidelines is achievable through a thoughtful, strategic approach. It suggests that the lessons learned from traditional medical companies could provide valuable insights for other sectors grappling with similar challenges in a rapidly changing global landscape.

The implications of this research extend beyond the traditional medicine sector. As industries worldwide grapple with the challenges of globalization and technological advancement, the lessons learned from traditional medical companies in balancing tradition and modernity could provide valuable insights for other sectors seeking to preserve cultural authenticity in a rapidly changing world. Future research could further explore the long-term outcomes of different integration strategies, the impact of emerging technologies on traditional practices, and the development of culturally sensitive regulatory frameworks. As the global healthcare landscape continues to evolve, the role of traditional medicine in providing holistic, culturally relevant healthcare solutions is likely to grow in importance, making ongoing research in this field crucial for informed decision-making by practitioners, policymakers, and consumers alike.

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