



Success Factors of Community Business Management in Thailand

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Abstract:- *Community economy, or fundamental economy, is an important policy and is reflected in the Eighth National Economic and Social Development Plan, the 12th edition, and the 13th (draft) edition. At present, focusing on strengthening the fundamental economy, strengthening the community economy, which community business is one way to raise income, livelihood, and quality of life of the community by using local wisdom and raw materials in the community by the people for the people, emphasize people in the community to participate in laying the foundation for community economic development by joining together to create jobs and generate income through cooperation. The participation of people in the community, sharing ownership, sharing ideas, bringing together resources, community wisdom, and creating added value, which helps the community's economy to be at a better level. It is the basis for improving the quality of life and well-being at the family and community levels. This article aims to review the literature related to the success factors of community business management in Thailand from 2003 to the present, totaling 31 works, by searching literature in the type of research articles, academic articles, and thesis from electronic databases related to Management branch. The search term is Success Factor, Community Business Management. Selection Criteria is to select works published from 2003 onwards and can answer the objectives of the study. Substances to be synthesized are categorized into two main areas: (1) Community Business Management and (2) Success Factors of Community Business Management in Thailand. The results of the study revealed that the success factors of community business management in Thailand consist of five key factors: (1) Factors in the leadership of the group. (2) Unique Product factors. (3) Factors for creating participation within the group. (4) Learning and adaptation factors. And (5) factors in packaging development and branding. The results of this study will increase the knowledge of community business management and community business groups that can be applied as a guideline for community business operations to improve, develop and extend the experience of community business groups. Sustainable operational success.*

Keywords: Success Factor; Community Business Management

Introduction

The community economy, or fundamental economy, is an important policy and is reflected in the 8th National Economic and Social Development Plan which emphasizes the development of family and community strengths. Continuing, the 12th National Economic and Social Development Plan focuses on restoring the fundamental economy and human development to achieve strong, sustainable, and stable development. Also (draft) the current 13th National Economic and Social Development Plan in the development strategy that focuses on strengthening the foundation economy, strengthening the community economy, by enhancing the knowledge of the community from the educational institutions in the area to create the ability to develop and increase the value of economic activities under identity, social and cultural capital. Including the potential of the area, promoting the development of production of goods and services of standard quality, and safety by using research, technology, innovation, and local wisdom. Including the creation of a database for product planning and development, upgrading, and increasing competitiveness. To enable the community to generate sustainable income for themselves. Support grouping and networking, including Community enterprise groups, small and medium-sized enterprises, and farmers groups, including promoting shareholding by community members. Therefore, community business is an important factor that will strengthen the basic economy of the community, which is considered the foundation economy and affect the development of the community to be strong and self-reliant (Srikalsin & Phaomanacharoen, 2021; Office of the National Economic and Social Development Council, 2021).

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Community business management is one way to raise income, living life and the quality of life of the villagers by using local wisdom and raw materials in the community by the people for the people (Painyasetthakul & Dhienhiru, 2017). Emphasize people in the community to participate in laying the foundation for community economic development by joining together to create jobs and generate income. In addition to affecting the development of the community economy, it also affects development. Strength of the community through cooperation, participation of people in the community, sharing ownership, sharing ideas, bringing together resources, and community wisdom to create added value. This helps the community's economy to be at a better level. It is the basis for improving the quality of life and well-being at the family and community levels (Nithichaianan & Chidchob, 2021).

However, although community business is an alternative to creating jobs, generating income, and strengthening communities as mentioned above, there are still many community business operations faced with various obstacles in operation that may cause some groups to fail and collapse in the most. For example, problems such as labor shortage, lack of brand and lack of public relations, lack of product variety, lack of knowledge in product development, the problem of distribution channels and lack of marketing promotion, problems of inefficient production management, etc. (Thongkern, 2020; Nithichaianan & Chidchob, 2021; Prasitphol, Panthong, Paholpak, & Khumprasert, 2020).

Therefore, factors in running a successful community business are important to consider and research. The results obtained from this review will show the body of knowledge and knowledge that can be further applied for academic and managerial purposes.

Objective

The purpose of this study was to synthesize the success factors of community business management in Thailand from 2003 to the present in two main areas: (1) community business management, and (2) community business management success factors in Thailand.

Methodology

This study is a review of literature related to the success factors of community business management in Thailand utilizing a systematic literature review by searching for research articles, academic articles, and dissertations from electronic academic works databases related to Branches of management searched between March – June 2022. Which uses search keywords such as Success Factor, and Community Business Management in the title of the literature. The selection criteria were to select works published from 2003 onwards, The objectives of the literature review, systematic review planning, literature search, screening, and screening criteria are put into the review process. Throughout the assessment of the quality of the qualifying literature, the abstracts were then read to select the literature that could answer the objectives of the study. A total of 31 works were obtained.

Once the results were obtained, the data were synthesized using qualitative interpretation methods, beginning with a deep reading of each piece of literature. Then summarize the data into a grid designed by symbolizing the repetitive, or different text. The next step is to find patterns in the data and then classify them into issues and show the relationship between them. The final step is to interpret the data using an analytical inductive method.

Community Business Management

1. Community business management concept

Community business is an economic activity that arises from the cooperation of people in the community through the gathering of villagers in the community. And relies mainly on local production factors, creative community capital management, and activities that are both production and management that complement each other's way of life, as well as the ecosystem of each community. Creative initiatives are integrated with local wisdom to create business operations and share mutual benefits with the expectation that all members are involved in every step and so that the villagers are ready, effective self-reliance (Donkwa, 2013; Phetsatit, 2019; Detnakarin, Yincharoen, & Arrayayarn, 2018) with the goal of: (1) aiming for profit which the profit considered as a return to the community

group, (2) aiming to make the business survive, and (3) aiming to meet social responsibility since community businesses must have social responsibility both internally and externally (Pitagum, 2011). Community business has 8 principles and structures of community business as follows (Kachornkittiya, 2007); (1) Self-reliant communities: There is no need to develop products that depend on other communities or rely on products in private industry to pay for it. (2) A community with high self-reliance and diverse wisdom: It can operate various kinds of enterprises. (3) Reduce expenses: by reducing the expenditure on purchasing products from outside and making it more self-reliant. (4) Building a financial system within the community: Allowing everyone to share the benefits of borrowing for career development or creating a diversified community fund and cyclical linking in the community will strengthen the community to expand its development. (5) Intellectual diversity: It will be a potential that can be applied to many kinds of products. (6) Labor structure and production factors of the community: The cost of production is lower than a private business company. (7) Community structure and participatory society: It is fundamental to building strong organizational groups, building powerful funds and collaborations by facilitating kinship and kinship and cultural interactions, especially leaders that come from community acceptance. And (8) community leaders must have knowledge and vision: Therefore, it will build the potential of the community towards long-term stability.

2. Community business elements

A partial review of the academic literature revealed the following seven elements of community business: there are seven key components of community business (Donkwa, 2013); **(1) having a common ideology:** It is the view of the world, society, and community together. It is important to hold on to the direction of integration, especially if goals or visions can be achieved, enabling the community business to be consolidated. even better. **(2) Having common goals and objectives:** To be able to determine what to walk forward for. **(3) Mutual benefit and fair distribution of benefits:** It is human nature that everyone needs a business community. Therefore, it is necessary to create information to create a general perception of what the benefits of being an organization are. **(4) Individuals including leaders, members, and general villagers:** The leader is considered to be the survivor of the business community. If the leader is recognized, can practice well, create unity and think about the community, it can lead the organization to strength. As for members, if they cooperate and participate in activities such as thinking, planning, decision-making, implementation, and evaluation until they have the right to receive benefits from the organization, in which some members are always contributing to the organization, some are engaged, some are not, and some are just watching and ordinary people who do not participate in the business, But it affects the existence and strength of the organization because it is a group of people who watch, monitor, criticize and are ready to join or not join the business. **(5) Management:** It is a matter of deciding the strength of a business where effective management consists of collective decision-making, in which members must feel ownership and not let it be the decision of the leader alone. The structure and roles should be divided into positions with practical content. A place to be a center for meetings and activities to collect materials and other benefits in the community having rules together, this is a mutual agreement as a guideline for communication between leaders and members of the organization to increase awareness and cooperation. **(6) Learning, practice, and practical activities:** In creating an action plan, activities and periods must be clearly defined for monitoring and verifiability, which is considered to strengthen the business. In addition, the activities also contribute to building relationships between leaders, members, and villagers to work together and become Activities that need to be done continuously. And **(7) Budget:** For the business plan to proceed well, internal and external funding is required to enable activities to be carried out. Internal funding should be encouraged first when this budget is lacking, then seek additional external funding.

In addition, Mettathamrong, Sareekham, and Prajudtasri (2019) examined the factors in the business operations of community enterprise entrepreneurs in the upper Northeastern region, The community enterprise is considered a form of community business. The results of the study revealed the following additional elements: (1) planning the operation of the operator. (2) coordination between operators. (3) to control the operations of the operator. (4) the marketing operation of the operator. And (5) structuring the work of entrepreneurs.

In line with what Donkwa (2013) has described (6), the coordination of government relations among entrepreneurs. And from the study by Wachirapanyapong (2018) found that the components of community business management including marketing, production, finance, and administrative components, all were positively correlated. Therefore, these variables are considered important elements of community business as well. Consistent with the Thaotrakool (2019) review, some of the components found that most community business operations consisted of six basic elements: marketing, management, budget or capital, information, labor, and raw materials.

Determining the success of community business management

Entrepreneurship community business operations should create a fundamental understanding of business operations for the group's community business to be successful, National Productivity Institute, Office of Permanent Secretary, Ministry of Industry (Thailand). (2003) It has been determined that in doing business in the community, entrepreneurs should have a body of knowledge in 8 issues as follows: (1) Principles of community business management: Because doing business requires good management, the business will survive to get quality products that satisfy customers and group members who can work together happily to receive equal benefits. Encouragement to work together. (2) Goods and Services: Must know the goods and services of that group, when entering the market, how to do it, how to pay attention to customers, and if there is a product or service of the same type in the market, how to compete to make the goods and services different from competitors. (3) Customer: Community business as a producer of goods or services, it is imperative to know exactly who the business's customers or consumers are, why they buy or use the group's services, and how to deliver information about products or services to this group of customers and how to make customers loyal to the product or service and have word of mouth in that product or service. (4) Marketing: It is a search for customer needs to produce what customers want, which has the main principle together, which is to develop products or services to satisfy customers with reasonable selling prices and sell them where customers want to buy. Community business groups must Learn to make a good marketing plan. (5) Production and service: Must pay attention to efficient production, how to produce products with the quality that customers want and with the lowest production costs. (6) Finance: It is an important, often difficult, problem in the management of community businesses in general, which involves calculating, and recording capital management, working cash, income statements, and financial statements. Try to understand so that these systems can be used to manage them in the right way to have good financial information that can be used to make accurate and accurate decisions in various matters of the business community. In addition, Somkhumpa, Donbanthao, and Phetphimoon (2017) have suggested that financial planning and accounting will help the business community cope with economic changes, no matter how severe the changes are and what causes them. Because having enough working capital to run the business will help protect the liquidity of the community business. And Buafai (2022) agrees that funding is one of the determinants of community business success, should start from small to large activities, gradually collecting funds from the community to strengthen the business, capital merging may be too slow, the community can raise funds in the form of cooperatives or companies. (7) Group management and business success people: The most important factor is that people, from the leader, which is the chairman of the group and the committee, to the members, must have a clear division of responsibilities and find a way for everyone to commit to the success of the group together without any problems. Conflict. And following Buafai (2022) that in terms of people or human resources, these people must have knowledge and competence in both local wisdom and new science. This must be someone who loves community work, likes challenges, is selfless, and doesn't expect too much in return. And (8) a business plan, showing what to do when investing money by knowing what product or service to produce. What are the steps? How will it work? how much money and how many people it takes to make that product or service and how to make that business survive sustainably.

Success Factors of Community Business Management in Thailand

1. Success Factors of Community Business Management

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From the literature review from some academics, we discovered the success factors of community business management, the details of which are shown in the table.

Table 1 shows the success factors of community business management

Success factor	Academician						
Group leaders have knowledge, abilities, and expertise in operations.	✓	✓	✓	✓	✓	✓	✓
The product is unique.	✓	✓	✓		✓		
Participation of members in the operation	✓			✓	✓		✓
Learning and adapting to situations				✓	✓	✓	
Packaging development and branding						✓	✓

The success factors of community business management can be summarized as a concept map as shown in Figure 1.

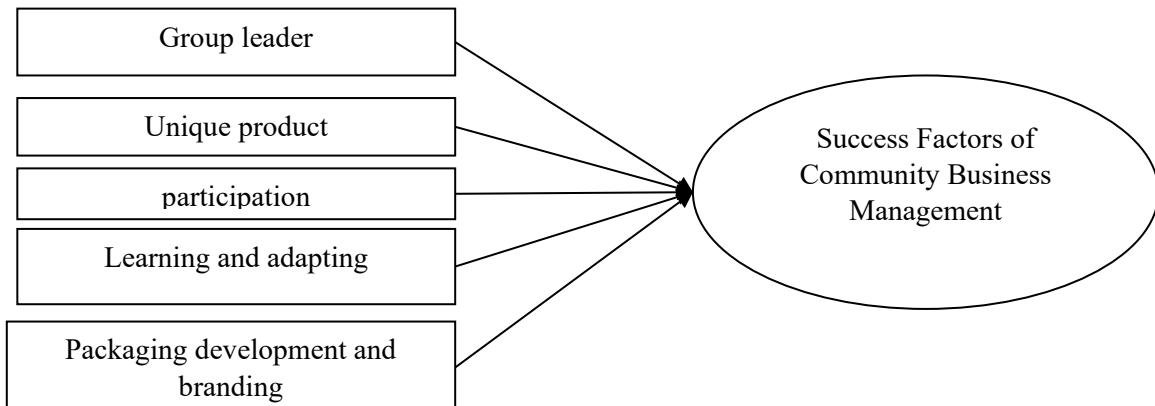


Figure 1 shows the conceptual framework diagram of the success factors of community business management. [Source: synthesized by the author]

From the concept of community business management success factors, it can be seen that: (1) Leadership Factors Leadership is an important factor for the success of the organization, has a lead character for the people in the community to build trust, and can motivate people in the community to act and work together to make successful, all have the ability to apply management principles in their operations. Characteristics that one should have been always seeking opportunities, assertiveness, initiative, seeing an opportunity, perseverance, never giving up, always inquiring, visionary, and networking. If the community business has a leader who is selfless in performance, can solve problems of the group well, and has the vision to lead the community business group to be able to develop further, it will make the community business group successful, as a community business is a business that has a management system in the form of leaders and a committee, leaders are at the heart of a successful community business. (2) Product Factors: Product creation of a unique product, for example, differentiating a product from a commercially available product while maintaining the uniqueness of the product to create added value for the product. (3) Participation factors: Participation in community operations has a positive effect on the mobilization of occupational groups because everyone gets to share their opinions, community involvement is the most important thing in running a community business, where group members should be able to think together, make decisions and share responsibility and benefit from the operation. (4) Factors related to learning and adapting: For example, the development of aggressive marketing by continuously developing products according to market trends and keeping up to date with market news all the time, selling products through social media. Using information technology to manage learning information and adapt to the development of online marketing. And (5) factors related to packaging development and branding: Packaging is an integral part of the product and marketing process that adds value to the product and can promote sales and boost sales, such as designing the packaging to make the packaging communicate and create a psychological impact to consumers, for example, the uniqueness of the product, the special characteristics that can create memories or a positive attitude towards the product, and the brand can attract the attention of consumers, the brand is beautiful, modern, outstanding, and easily recognizable, etc.

2. Successful Community Business in Thailand

From a partial review of the literature, we can find out what factors the successful business community in Thailand is due to management factors, details are shown in the table.

Table 2 Community business as a successful community enterprise in Thailand

Community business in the form of community enterprise	Management factors
Huai Kan Housewives Community Enterprise Group (Phromchai & Suwannachot, 2011)	<ul style="list-style-type: none"> - Love, unity, and unity are committed together. - Members take part in the partnership by co-investing in enterprises. - have operational structure and a clear management system - Community, both government and private organizations provide support. - Using local raw materials as the main ingredient of the product.
Community Enterprise of Super Hot Chili Planting Group (Thongtheangthai & Wongthanavasu, 2013)	<ul style="list-style-type: none"> - Strength of group leaders. - Product development. - Increasing product value from internal skills and knowledge.
Community Enterprise of Herbal Products, Nakhon Chai Burin Province Group (Mungsamak, Suwannoi, Phisanbut, & Chamchong, 2013)	<ul style="list-style-type: none"> - Finance: Emphasis on practice is the assessment of financial management, external financing, and cooperation in the formulation of group welfare. - Service recipient: Emphasize the satisfaction of network members with the coordination system to achieve the network's goals.
5-star community enterprise, Lampang Province (Wattanapunkitti, 2016)	<ul style="list-style-type: none"> - Internal management process: Emphasis on providing services related to standard accounting systems and product publicity. Emphasis on building a network of communication systems. and self-reliance. Emphasis on product efficiency concerning raw material qualification, and seasonal production reserves for raw material shortages. - The learning and development process: Emphasis on knowledge of supplier selection and inspection criteria, labor sharing, raw material purchase inspection, raw material trader information, materials and equipment related to group operations, labor law compliance, reserve production, management knowledge, and knowledge of the law and product standards. Emphasis on skills training related to skill development for network members.
Sri Chum Saeng Wine Community Enterprise (Cheamngaoan, Chumjai, & Sriboonruang, 2017)	<ul style="list-style-type: none"> - Entrepreneurs must be honest and disciplined. - Actions must emphasize the participation and equality of member masses, and relevant government agencies to provide ongoing support, especially in terms of market quest and product quality and diversification. - Information technology and electronic media are used in operations.
	<ul style="list-style-type: none"> - There is the use of human labor in the community as the main production. The method of recruiting members to join the operation in each position is appropriate for the operation. - Funds are used mainly from within the community. There is a clear, verifiable income-expense account. The group has a sufficient budget to operate, and the profits are divided appropriately. - There is a plan to prepare enough raw materials for each production. Quality and appropriate raw materials are used. The raw materials used in the production are mainly from the community. And the raw materials used in production are well preserved.

Community business in the form of community enterprise	Management factors
Community Enterprise of Herbal Products in Nong Lek Subdistrict (Treedech, 2020)	<ul style="list-style-type: none"> - The initial objectives are implemented and managed. have a clear management structure There are ongoing meetings about operations. There are activities within the group that is transparent, verifiable, and focus on continuous public relations. - There are enough tools to use. There is regular maintenance. Modern equipment is used. and received tool support from both local and non-local agencies.
Ban Noen Sadao Broom Community Enterprise (Deelert & Hantrakul, 2021)	<ul style="list-style-type: none"> - There is an improvement in the product quality inspection of raw materials. - Availability of equipment and tools is checked to increase production efficiency to be sufficient to meet customer needs. - Modern product designs are available to meet the needs of customers. - Operations are planned and the responsibilities are clearly structured to ensure cooperation and unity among the members of the group. -There is a production plan and a distribution plan in the form of retail, wholesale, and networking. -There is distribution both in the external market and the market within the community. The product is publicized to consumers through various media. -There is a systematic accounting, there is a working committee, and there is evidence of income and expenditure. -Annual profits are allocated to group members, and benefits are provided to group members such as funeral allowances, loans, etc.

It can be seen that successful community businesses are managed following the above five-factor concept of community business management success.

Conclusion

Community business management is the basis for promoting the community economy to be strong and self-reliant, affecting the expansion of the national economic system. The concept of community business management aims to generate profits in return, The community expects the business to survive and fulfill its social responsibility. A good community business structure requires the community to be self-reliant, have high self-reliance, create a financial system within the community, have intellectual diversity, The labor structure and production factors are suitable, It has a participatory community and social structure, and most importantly, community leaders have the knowledge and vision. The business community consists of ideology, goals, common objectives, benefits and fair distribution of benefits, the competence of personnel, especially leaders, management and implementation planning, learning and development, financial management, operation control, work structuring, relationship coordination, marketing management, production, and information management. Determinants of success in business management The business community should have good business management principles have products and services that meet the needs of the target customers, know who the target customers are, have a good marketing plan, and good financial management, Proper group management, throughout the business plan to operate. From reviewing the literature, it can be concluded that the success factors of community business management in Thailand consist of five main factors which are as follows: (1) Factors in the leadership of the group. (2) Unique Product factors. (3) Factors for creating participation within the group. (4) Learning and adaptation factors. And (5) factors in packaging development and branding.

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Recommendations

A. Practices recommendation

From the findings of the success factors of community business management in Thailand, the use of the study results can be divided into 2 main groups as follows; (1) Community business entrepreneurs should review their business operations to see if they have given importance to these factors in their business operations. And what are the strengths and weaknesses or opportunities from outside that allow or limit the operational barriers? This is to improve and develop and maintain it to be able to survive and succeed sustainably. (2) The relevant sectoral agencies should use the information as a preliminary guideline to support and develop community business entrepreneurs. This is for those entrepreneurs to be able to know to manage their business community stronger.

B. Further study recommendations

Business community studies where the success factors of these findings are still the weakest link of the group's operations should be studied to find out why, and how can those weaknesses be developed into strengths?

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