

The Development of Marketing Strategy of Community Enterprise in Sa Kaeo Province

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Abstract: This research had the following objectives: 1) To study the general characteristics and levels of importance of community enterprise in Sa Kaeo Province 2) To study components for community enterprise development 3) To develop marketing strategies for community enterprise and 4) To evaluate marketing strategies for community enterprise. The target population was 337 community enterprise's entrepreneurs in Sa Kaeo Province. Composition analysis was used to group the variables and test for accuracy and conduct a qualitative study to analyze and evaluate SWOT and then developed a marketing strategy including evaluating the marketing strategy in the next step. The findings were as follows: The general characterization of the surveyed community enterprises showed that the total 337 respondents, with the majority of respondents being female. Most of the respondents were aged 31-35 years and had an education level lower than a bachelor's degree. It was found that the majority of respondents had 5-10 years of experience in community enterprise entrepreneurship. Among the total of the samples, most respondents had the type of product or service which showed the largest number of fabric products. For the results of the analysis of the level of importance from the opinions of the community enterprise entrepreneurs in Sa Kaeo Province, it was found that community enterprise entrepreneurs had opinions on marketing mix factors at a high level overall including products and services, price, service location, distribution channel, promotion, personal marketing, physical aspects and processes. The results of the synthesis of the development of community enterprise marketing strategies in Sa Kaeo Province. A proactive strategy was to create a unique product. A modified strategy was to increase distribution channels. Preventive strategies included promoting education and passive strategies such as relationship building

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1. Introduction

Community enterprise which play an important role in the development of rural areas can fill the gap between the state and the market to be driven. The community enterprise is an opportunity for community development for the community to understand and able to discover one's own potential as well as local capital. There is an opportunity to develop capacity in the management of existing resources and capital, create a stronger community economy and build confidence among the people in the community to take pride in their own roots in local ancestors in the wisdom that has been passed down for a long time. Community enterprises is a truly new direction of development that will help the community and the country grows steadily. [10]

Furthermore, a [19] study found that enterprises in countries such as Canada, Germany, Britain and the United States had a greater impact on GDP by more than 5 percent and helped promote more than 10 percent of the workforce. In Spain, it was found that community enterprises generated more than 20 percent of the jobs and generated more than 10 billion euros in annual revenue. If you consider Asian countries such as South Korea found that community enterprises had an impact on GDP. more than 3 percent, including emerging and legacy community enterprises. For Thailand, it was found that community enterprise was considered as part of supporting the country's economy and could generate an annual income of more than 25.5 billion baht from the combination of more than 8.5 thousand enterprise groups with more than 1.4 million members by the Department of Agricultural Extension. The goal was to promote the potential of community enterprises to develop products and services; for example, Doi Tung Coffee Shop operated a social enterprise with an income of more than 400 million baht per year and was able to employ more than 1,200 hill tribes without fundraising or even at Ban Phaeo Hospital in Samut Songkhram was transformed into a 300-bed hospital, serving more than 700,000 patients a year without receiving government funding. [1]

[15] and [11] found that the problems in the operation of community enterprise groups in general, there were still problems in market management including product and service management processes. This might be because some of the community enterprise groups had reunited and therefore lacked a supportive network connection and did not received support from the relevant authorities including finance, materials, equipment, modern technology knowledge. Also, the lack of publicity to promote the market, including the group, did not keep track of the market demand and the lack of protection against operational errors, thus causing problems, especially in marketing management, in determining distribution / service sources / target customers as well as monitoring the demand of target customers in a high level of operation. Due to the lack of knowledge and marketing expertise in the group,

some groups produced insufficient products to sell outside the community. Sa Kaeo Province has 203 community enterprises that have been certified for the quality of community products and found that community enterprises had some problems such as brands that emphasized the uniqueness of the product including packaging with distinctive features to attract consumer including pricing that was too expensive, etc. [8] and [3]. Therefore, the researcher is interested in studying the marketing strategies of community enterprises to create a model standard for community product development.

2. Research Objectives

1. To study the general characteristics and levels of importance of community enterprises. Sa Kaeo Province
2. To study components for community enterprise development
3. To develop marketing strategies for community enterprises
4. To evaluate marketing strategies for community enterprises

3. Theory And Research

Theory

SWOT's key principle is that it is analyzed by surveying two aspects of the situation: internal and external conditions; therefore, SWOT analysis is called situation analysis, which is an analysis of strengths and weaknesses, to know ourselves (know us), know the environment (know him), and analyze opportunities and obstacles. Analyzing external and in-house factors can help organization executives identify changes that occur outside the organization, including what has already occurred and future trends, as well as the impact of these changes on business organizations and the strengths, weaknesses, and capabilities that organizations have. This information will be very useful in formulating a vision as well as appropriate corporate strategy and implementation.

Marketing mix theory is classified as part of the marketing strategy for marketing that service. In addition to the general merchandise marketing mix that consists of 4Ps, namely Product and Service (Price), Property and Distribution Channel (Place), and Promotion (Promotion), the marketing mix, there are also three additional components in the service market as follows: employees, service processes and physical characteristics. These fundamental factors can be controlled, adjusted, modified and focused on meeting the needs of customers [14].

Related Research

According to a study by [2], marketing potential development guidelines for product paper products should focus on model development. The patterns should be unique and, importantly, should focus on branding. The price should be set according to the value perceived by consumers to distribute products to target audiences and marketing promotions. The focus should be on public relations through the media to be more inclusive in order for the target audience to be interested and encourage demand for purchases.

Moreover, the research of [6] found that 1. Consumer satisfaction with OTOP products found that consumers were satisfied with the products the most. Distribution channel price and promotion aspects, respectively. 2. The current situation of OTOP products was found that (1) the product aspect which the products produced to the market had a traditional pattern. (2) The price was found that the silk products had a high price. (3) the distribution locations showed that products were sold at various exhibitions and online sales, and (4) sales promotion was found that there were advertisements, using pamphlets or brochures; 3. OTOP product development guidelines found that (1) product aspects had to develop the designs to be beautiful and modern, reflecting the history of each locality including producing beautiful packaging design produced into other products apart from clothing and used innovation in manufacturing to reduce the heat in wearing (2) the price aspect should not be too high (3) the place expanded the market to various distribution sources and promote online distribution and (4) promotion aspect could use the purchase amount of OTOP products as a tax deduction.

The results of the research on marketing mix (7Ps) of [13] Most of the respondents were female than males, aged 31-40 years, had a single status, occupation of private company employees and had an average monthly income level 10,001 - 20,000 baht per month. The research result showed that the demographic factors affecting population decision making for buying OTOP Product, Pak Thongchai silk in Nakhon Ratchasima province were as follows: gender, age, occupation status and average monthly income. As for the marketing mix that influenced the decision to buy OTOP products, Pak Thongchai silk of the population in Nakhon Ratchasima were as follows: 1) product factor 2) price factor 3) distribution channel factor 4) Marketing Promotion Factor 5) Personal Factor 6) Process Factor and 7) Physical Characteristics. There were only 2 factors which was the product factor and marketing promotion aspects affecting the decision to buy OTOP products, Pak Thong Chai silk.

This is consistent with the results of [1] study of marketing mix factors (7Ps) affecting decision-making on a pharmaceutical product selection. Cosmetics from Centella Asiatica extract of consumers. Product factors (Product). Consumers made choices to buy a cosmetic product from Centella Asiatica extract as it was safe to use at the highest

level. Price factor (Price) Consumers decided to buy cosmetic products from Centella Asiatica extract as the price of the product was reasonable with the quality distribution channel factors (Place). Consumers chose distribution channels that existed in most department stores or supermarkets. Regarding the marketing factors (Promotion), consumers decided to buy cosmetic products from Centella Asiatica extract with advertising as well as promoting it to be known on social media such as Facebook etc. Regarding the factors of employees service providers (People), consumers decided to buy cosmetic products from Centella asiatica extract that employees could provide accurate product information. Regarding the physical evidence and presentation factors, consumers decided to buy a cosmetic product from Centella Asiatica extract with credibility. Regarding process factors, consumers decided to buy a medical product from Centella asiatica extract that focused on delivering products with accuracy and precision. Regarding the purchase decision, consumers chose to buy cosmetic products with Centella Asiatica extract that used to apply it regularly as the first thing.

Research method

In this research, the researcher has established research regulations according to the research objectives, consisting of population, samples, studied variables, tools used to collect information, research tools instrument for quality testing, data collection and statistics used in data analysis. The details are described as follows: The population in this study was community enterprise entrepreneurs from the industrial office in Sa Kaeo Province. The total of 337 community enterprises were sampled with the certification of community product quality in Sa Kaeo Province [13] as of June 5, 2020. Tools used to collect research data, researchers were classified by research method as follows: 1) Quantitative research by questionnaire covering definitions of all studied variables; and 2) Qualitative approach using a semi-structured interview.

4. Research Results

The results of the data analysis showed that the total number of respondents was 337. Most of the respondents were female in the number of 192 people, representing 57.00 percent. The number of 60 people aged 31-35, representing 17.80 percent. The number of 201 people got married, accounting for 59.60 percent, had the education level lower than the bachelor's degree with the number of 242 people, or 71.80 percent. The number of 238 people got 5 - 10 years of community enterprise entrepreneurship experience, or 70.60%.

When analyzing the level of opinions about / importance of marketing mix in 7 aspects, the entrepreneurs in the community enterprises had opinions on marketing mix factors , product and service, price, service location and distribution channel Marketing promotion, personal marketing, physical characteristics, process aspect and marketing performance. The overall was at a high level.

When analyzing the elements, it was found that the in terms of products and services, your business has many types of products to choose from (PROD1) was the factor with the highest composition weight, price component, your business was inexpensive compared to other brands (PRIC4). With the highest element weight, property component and distribution channel, found that your business had a convenient location to purchase products (PLAC1) was the factor with the highest element weight value. The marketing found that your business had public relations with other agencies (PROM4) was the factor that had the most element weight. Personnel elements found that your business had employees who provided services in a polite manner, good human relations (PEOP2) was the most elemental weight factor. In terms of physical characteristics, it was found that your business kept clean all the time (PHYS5) was the most elemental factor weights. In terms of the process, it was found that your business had provided a complete range of facilities and creating satisfaction for customers (PROC8) was the factor with the highest element weight. All of which were called Marketing mix factor. The data from this table could explain the variance of all data as 86.28%. The results of the SWOT analysis can be shown in Table 1.

Table 1: SWOT Analysis

(Strengths)		(Weaknesses)	
1.	Most of the community enterprise members were people in the community.	1.	Marketing channels have not yet been thorough, mainly because of the community sales.
2.	Had their own storefront. It was done at the group	2.	Enterprises had no direct marketing supervision.
3.	The products were sufficient to meet the needs of customers	3.	Packaging was not outstanding. Most products were unbranded.
4.	There were enough labor and personnel for production	4.	Lack of effective marketing knowledge
5.	Flexible management	5.	Lack of product development and packaging
6.	There were equipment and tools just for production	6.	Lack of management knowledge
7.	Workers had the skills and expertise in the production.	7.	Most of the elderly are inconvenient to use technology.
		8.	There is a shortage of working capital.
		9.	Members do not understand the business.
(Opportunity)		(Threats)	
1.	Consumers want unique products	1.	Product diversification is not yet known consumer
2.	Policy to promote job creation and income generation for rural people	2.	Consumers do not consume the product or products that are not branded
3.	Advances in technology help increase marketing channels such as communication system using Line, Facebook, etc.	3.	Government support does not meet demand and inadequate marketing promotion.
4.	The government has a policy to promote community enterprises in the area to be successful.	4.	Lack of main department in charge of marketing.
5.	Policy to promote job creation and income generation for rural people.	5.	Community enterprises do not have access to funding due to the lack of strength in the group.

The results of evaluation of the development of marketing strategies of community enterprises in Sa Kaeo Province Experts have made recommendations on strategies as follows:

1. A proactive strategy is to develop a strategy for creating a unique product that must develop a product model including community enterprise products to be different and varied, such as traditional woven fabrics, while maintaining local wisdom that is unique to their natives. The unforgettable thing is the quality of the yarn, quality of the weaver, or whether it is craftsmanship, the attention of the weaver and the weaving skills, which will affect the prominence and nuances of the product, and the packaging should be branded to indicate where the product is from to attract customers, etc.

2. The corrective/improved strategy is to increase distribution channels, which requires the development of marketing potential of community enterprises by using technologies such as line, Facebook or online sales, which are currently trending. Online trading is an option for buyers and consumers for a choice. Adding a sales channel is another way to sell by consignment to neighboring provinces and cooperate with the group of enterprises to issue products according to the event and annual event for public relations to increase product sales.

3. The preventive strategy is the development of education promotion strategies. Skills must be promoted and local wisdom needs to be passed on to the new generation. The transfer of knowledge has to be done by older generations as the older generation has old knowledge and wisdom. Therefore, we should focus and encourage these older generations to see the importance to transfer knowledge of the heritage, culture and wisdom that exists in order not to disappear from the local community and to the community enterprise groups in Sa Kaeo Province to get a higher potential. We should have a support from agency and promote skills and knowledge about doing business in exporting the products of community enterprises. There is a link between enterprises by generosity for each other, for example, some members can weave the fabric and another group can sew. If the fabric is not enough, they will

buy from another group that weaves the fabric for sale. This can generate revenue circulating within the group and there is a network at the district level, provincial level, in order to exchange knowledge in various matters and develop a new model.

4. Passive strategy is the development of relationship building strategies that must create a network with public and private distributors by cooperating to organize a trade show or a business meeting between entrepreneurs and enterprises as well as meetings between traders both within the country and abroad to provide entrepreneurs to have the opportunity to jointly develop products or products for both domestic and foreign trade, and also to provide assistance services. Introducing your customers online is another way to build a positive customer relationship that adds value and makes the enterprise group a superiority over the competition, that is, giving advice. Often, customers will come back to buy products based on their experience with products and services because what the customer wants is after-sales service and good after-sales service will result in repeat purchases. Also, the word of mouth can increase sales from new customers, etc.

5. Discussion

The first objective was “to study the general characteristics and levels of importance of community enterprises in Sa Kaeo Province”. The study found that the marketing mix factors, overall was at a high level as well as the price factor, marketing promotion factor, personal and process factors at a very high level. In line with the research of [4], data on satisfaction levels with marketing mix factors (7Ps) were as follows: product, price, location, promotion, marketing, process, personnel, and physical characteristics of customers using the restaurant service and beverage at Wang Lang Community Bangkok. The customers who used the service had a high level of product satisfaction (Mean = 3.78), followed by price (Mean = 3.42), location (Mean = 3.42), personnel (Mean = 3.37), process (Mean = 3.28) Physical Characteristics (Mean = 3.07) and Marketing Promotion (Mean = 3.00) respectively.

The second objective was “to study the components of community enterprise development”. Regarding the product and service components, price elements, property and distribution channel components, element of promotion and personnel component, when studying the composition Physical characteristics and composition Process aspect, the total element weight value was the highest. In line with the study of [7] it analyzed the marketing components of community enterprises in Kamphaeng Phet Province and it was found that marketing factors affected the purchasing of products of community enterprises in Kamphaeng Phet Province. It could be organized into four elements: promotion, product marketing, price and distribution channel. In addition, local wisdom and product exhibits and presentations were at very high level.

The third objective was “to develop marketing strategies for community enterprises” The results of a SWOT analysis revealed that the strength of community enterprises was members, and most community enterprises were people in the community who had their own storefront, made at the group. The major weaknesses were described that marketing channels has not been thorough yet. Most distribution in the community enterprise opportunities reflected through enterprise leaders. It could be seen that community enterprises had seen opportunities only on issues that were supported by government agencies only. Also, the obstacles faced by most community enterprises were that government agencies did not meet their needs. In terms of packaging and equipment, in line with the study of [5], it was found that the strength of community enterprises in the Songkhla lake area was that there were local raw materials for use in production. The main weakness was in the marketing aspect. In terms of opportunity, it was found that supports from government agencies involved in community enterprise projects and the popularity of the product produced by skilled labor. However, the main obstacle was the lack of marketing support or a place to sell products from the group, the lack of savings to invest and expand and industrial product standards etc.

The fourth objective was "to assess marketing strategies for community enterprises" The results of the research showed that 1. Proactive strategy (SO) was to develop a strategy for building a unique product that had to develop a product model for community enterprise products to be different and diverse, such as local woven fabrics by still maintaining the local wisdom. 2. Strategic Correction / Improvement (WO) was to increase distribution channels. There had to be a development of the marketing potential of community enterprises by bringing technology to help such as using Line, Facebook or online sales. 3. Preventive strategy (ST) was the development of strategies to promote knowledge. Skills had to be promoted and local wisdom had to be passed on to the new generation. The transfer of knowledge had to be done by older generations as the older generation had old knowledge and wisdom, and 4. Passive strategy (WT) was the area of developing relationship building strategies that had to create a network with public and private distributors by cooperating to organize a trade show or a business meeting between entrepreneurs and enterprises. In line with the research results of the [12] found that the Effectiveness of community enterprises in the area of Maha Sarakham Province consisted of (1) proactive strategy by developing production potential and raising the level of product quality standards to the national and international level as well as expand distribution channels, expand network development Businesses to promote product distribution. (2) Development strategy guidelines by strengthening community enterprise management capacity supports budget and personnel in

the development of community enterprises including establishing integrated cooperation with relevant agencies (3) A set-up strategy approach by developing the potential of community enterprise workers, improving the quality of community enterprise products, raising production standards, and (4) a flippant strategy approach by developing a strong network of community enterprises, researching innovations to improve product quality, and building cooperation between the public and private sectors in promoting community enterprises to be strong and self-reliant.

6. Suggestions

Suggestions for policy

1. Regarding the guidelines for policy management, it should build a network that will help create the strength of the people in the community. Therefore, those involved should not be avoided to study such factors. It may apply for cooperation to local educational institutions such as universities or Rajabhat universities, or between different communities, as well as relying on local wisdom to achieve knowledge and understanding and to be able to rely on oneself and find the uniqueness of the product in their own community.

2. Pushing the values and the policy of using the country's community products Therefore, in order to pack such a guideline, products must be created to meet the standard of quality that is acceptable to the market.

Market development proposals

1. Continue to develop products to meet international standards. Including design, usage, packaging, distribution channels and pricing is reasonable Including creating value or the history of the product to create value and credibility.

2. Develop modern marketing channels through online marketing materials and create content in both Thai and English.

3. Develop personnel of the elderly in the community to have knowledge and understanding of online marketing and product development to be up-to-date.

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