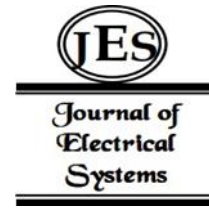


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Development of Community Enterprises to Enhance the Community Economy



Abstract: - The objective of this research is to synthesize the concepts and results of studies related to the development of community enterprises in order to create guidelines for the development of community enterprises to affect the upgrading of the community economy by studying the concepts of community economic development, community enterprises and community economic development, and the results of studies related to the development of community enterprises for sustainability in Thailand. The results of the study revealed that approaches to community enterprise development to affect the upgrading of the community economy include: (1) organizational structure development, consisting of 1) participation in community collective responsibility; 3) Financial and accounting management 4) Expertise in management and customers 5) Executive leadership and vision (2) Human resource development consists of 1) having a learning process as the core. Knowledge and information management 2) Honesty, morality and ethics 3) Development, training, study trips (3) Relationship building consisting of 1) organizing activities and building cooperation between enterprises (4) Quality and productivity system development consisting of 1) Development of standardized operating processes 2) Creation of products from community processes 3) Initiatives to create innovation belonging to the community 4) Production of a variety of products and products 5) 6) Continuous improvement of the quality of goods and products. Branding for recognition 7) Marketing Management 8) and (5) the use of social capital, consisting of 1) having a base of local wisdom combined with international wisdom.

Keywords: community enterprise development, community economy

A. INTRODUCTION

Thailand's development The government focuses on economic growth. It aims to stimulate the macroeconomy and raise people's incomes, but on the other hand, inequality is found to be higher than the rate of increase in income. The government is constantly striving to solve the problem, and the development of the grassroots economy is one of the ways to tackle poverty and inequality through the promotion of the community-level economy. This will help raise the standard of living and livelihoods of people in communities and localities to be better. The government has integrated "Foundational Economic Development" in a coherent and consistent manner in both the 20-year National Strategy, the Master Plan under the National Strategy, and urgent development issues during the first 5 years of the National Reform Plan. It also aims to create economic and social balance for stability, prosperity and sustainability towards the Sustainable Development Goals (SDGs), which are development goals agreed upon by the international community. It is an economic system that facilitates the development of other aspects of the economy, society, people. Community, Culture, Environment (Subcommittee on Foundations Economic Strategy, 2016, cited in Nava, P., 2019: 1-2).

From the above text, the Community Organization Development Institute (CODI), Thailand (2024) further explains that a community economy is a way of producing food, groceries, or goods and services of people in a community to meet the needs and needs or desires of human beings. There is a synergy to create synergy. Ability to effectively negotiate and coordinate both internally and externally. There is a management of

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the financial system of the community. It can be the financial mechanism of the community to develop the economic, social, occupational, cultural, environmental development of the community and of the people in the community. Capital People Restore resources, cultural ways, wisdom, identity of local communities, history. There is a modern information system both internally and externally for analyzing local systems. Occupation, income, expenditure, production, economic base Land, livelihoods of people in the community Information and knowledge of the economic system are related externally, which is an important base for community planning. Planning for decision making Monitoring, Measurement and Reporting There is a basic and progressive community production system that meets standards. It has added value and can link the external economic system. Create cooperation at all levels and dimensions to achieve goals and good relationships, whether at the group-to-group level, groups with communities, sub-districts, districts, provinces, landscapes, or gathering together as a network of issues. e.g. Organic Farming Network, Rice Network Local Fisheries Network Community-Based Tourism Network Cultural landscape network or collaboration between communities and various agencies, etc. There is a system of coexistence or respect for rules and customs of coexistence. Welfare system, mutual care and creative and supportive coexistence with nature and the larger society. Have morality and ethics in doing activities. Business operations, both socio-economic or livelihood. It is jointly owned by people in the community jointly venturing into activities or businesses. In various developments that take place in the community. There is a sense of shared ownership and the local people of the community can participate and have knowledge about development in the area as well as knowledge in other societies. Have the confidence to educate, co-think, co-do, be aware. Be creative, have basic moral and ethical values. Families are strong and economically self-sufficient as much as possible.

So, given the above problems and importance, Therefore, the researcher is interested in studying "Development of community enterprises to enhance the community economy" in order to create guidelines for the development of community enterprises to affect the upgrading of the community economy. Build a career Increase income for the community to enhance the community economy for sustainability.

B. OBJECTIVE

To synthesize concepts and study results related to community enterprise development to create guidelines for community enterprise development to affect the upgrading of the community economy.

C. RESEARCH METHODOLOGY

Scope of study: study of concepts Community Economic Development, Community Enterprises and Community Economic Development, and 5 studies related to the sustainable development of community enterprises in Thailand .

Data collection and analysis: Study of concepts and results according to the scope of the study. After that, the content data was analyzed by synthesizing relevant factors and formulated into a diagram of guidelines for the development of community enterprises to enhance the community economy.

D. CONCEPTS AND RELATED STUDY RESULTS

1. Background of Community Economic Development

The concept of rural development or global economic development is based on the concept of national development, which began around 1950. But if you look at the approach to rural development or community economic development at that time, it has not yet materialized. However, during this period, many traditional development theories or concepts emerged, such as the hierarchical theory of economic growth. These include the Stages of Economic Growth Theory, Capital Accumulation Theory, Modernization Theory, and Dualism Theory. (Pengdee, J., 2017)

According to a study by Khanthachai, N. (1984), it was suggested that after this theory was applied to the economic development of underdeveloped countries. Under Development, or Third World Countries. As it turns out, this concept of development has created a growing gap between rural and urban, and all underdeveloped countries are dependent on developed countries. While most developed countries are in the Western Hemisphere

and dominated by capitalism. As a result of development in underdeveloped countries, scholars in Western countries have become aware of the errors of these theories and have turned their attention to rural development or community economic development. These theories and concepts include underdevelopment. Underdevelopment Theory, Another Development Theory, and Redistribution with Growth Theory (Vishwateeranon, A., 2016).

During the 1950s and 1960s, the main concepts of rural development were developed, namely Rural Development as Agricultural Development and Rural Development as Community Development, as well as The Scientific/ Technical Approach (Muangkasem, B., 2018). There must be a key component: policy, concept. Concept or objectives of those who initiate rural development or community economic development. Rural development or economic development of that community. There is an opinion. Have an understanding of what rural development or community economic development is or how it needs to be developed. These initiators may want rural Thailand to be American, Korean, or Japanese-style, or the initiators understand that rural development is to raise the income of rural people and are of the opinion that rural development is a matter that must be done by individuals or agencies outside the community, such as by the government and government agencies. These village leaders also want their own villages to develop in the same way as other villages without considering the real needs of their own villages. Therefore, the ideas, understandings, and policies related to rural development that the initiator has set in mind will be an important factor that will help drive the direction and strategy of rural development or community economic development in Thailand later (Sukhothai Thammathirat Open University, 2014).

From the concepts and theories of development mentioned above. The researcher can separate development concepts into two groups: the first group sees development as a step-by-step process from one level to another. The readiness in various fields must be developed in parallel appropriately in order to create development. The second group, on the other hand, sees that development is not necessary to be carried out in stages. For development to take place, it must be stimulated or induced by various supporting factors used in the development, for example, there must be capital factors accumulated beforehand. Development based on this concept has the belief that if it wants to develop, it must be a leap forward. This is because the idea is that most rural people are not able to build up on the needs of developers who encourage development.

In addition to rural development that follows those two approaches. It is also possible to consider approaches to rural development by clearly dividing the differences. It can be divided. There are 2 approaches:

1. Unbalanced rural development: Top-down Development, Bottom-up Development, and Trickle Down Effect Theory
2. Balanced rural development is characterized by sustainable development, self-help development, and rural development through public participation. (People's Participation Development)

For rural development or community economic development in Thailand, it must be based on faith in the people in the community as the most important resource. It must be believed that every human being has the power of creativity and leadership hidden within. At the same time, it gives these people the opportunity to learn. Exchange attitudes and develop capability to be a person with good social responsibility. Therefore, the development of the capacity of people in all aspects of the community is desirable and critical to the well-being of all people and the community as a whole. The community economy is part of the national economy, so in order for the national economy to prosper, it is necessary to develop the lower level of the economy or community economy first, when the community economy, which is about the conduct of various economic activities, including agriculture, service industry, production, consumption, and distribution of produce, is properly developed and strengthened, and ultimately the overall economy of the country will be developed to be strong and sustainable. Community economic development must come from the majority of people in the community taking part in solving basic economic problems in their own communities. Engage in making Participate in decision-making and participate in the benefits of development, but all must be based on the capacity and resources of the existing community or that the community can procure according to its own potential.

2. Community Enterprise and Community Economic Development

Community Enterprise Group and Community Economic Development Community enterprises are community operating units with basic elements from community members who have a subsistence lifestyle belonging to the community. Characteristics of community ownership Community Engagement and Community Shared Responsibility Community enterprises are therefore concepts that aim to process natural produce or produce goods by community members for consumption and income generation for the community. The device is easy to find. Therefore, in a state where the community does not yet have the funds to purchase machinery, starting a community business must consider low investment. The use of labor in the community and the development of conventional wisdom need to be promoted in the community because of such community industries. The community can operate as a community business on its own and then sell it to bring money from outsiders into the village when that type of product is overflowing outside. The villagers also limit the amount of production to be sufficient for the community market, and the use itself does not have to suffer and does not have to fear losses. This is because communities have an independent system that does not depend on others to stand for a long time. Therefore, in order to really develop a strong community, it must change its perspective by starting from understanding the characteristics of Thai society, which consists of rural social relations that only help each other. For future development, therefore, emphasis is placed on strengthening regional and rural communities to be self-reliant first. It has a stable community economy and improves income and quality of life. The development of occupational groups in accordance with the community enterprise process is when the members of the group understand the patterns and procedures and the enterprise process together to solve problems in the operation process and develop the operational process of the occupational group, which will lead to the self-sufficiency of the occupational group in rural communities.

3. Related results

We analyzed the results of five related studies on the sustainable development of community enterprises in Thailand. They can be summarized as follows:

Story 1 by Chantra, T., Kunraweng, P. K., Sukkasem, K., Chuaybamrung, P., Chimhad, P. and Khaenamkhaew, D. (2021: 101-102) studied "Analysis of Community Enterprise: Process of Sustainable Development" in Ban Don Rong area. Khao Phrabat Subdistrict, Chian Yai District, Nakhon Si Thammarat Province The results of the study showed that community enterprises are divided into two types: 1) basic community enterprises, which are operations to eat for use in the community to make families self-sufficient, allowing the community to be self-sufficient at least enough to eat or enough to eat when expenses are reduced, income increases, and 2) progressive community enterprises are the introduction of products unique to the local area into the consumption market. This includes general produce that is left over at local waste that is brought to the market for consumption by improving the quality of produce. There are elements of community enterprises: 1) the community owns the business itself, 2) the product comes from the process in the community, 3) the initiative is the innovation of the community, 4) the base of local wisdom combined with international wisdom. Local wisdom base is an important capital base, 5) integrated action linking various activities systematically, 6) learning process at the core, and 7) self-reliance as a goal. Community enterprise management consists of 1) marketing management, 2) production management, 3) financial and accounting management, and 4) standard management. It will be progressive and sustainable

Story 2 by Intaraphuek, C., Kraichan, P. and Roopsing, T. (2021: 46) Study on "The Model of Community Enterprise Management for Sustainable Growth" The researcher conducted a study from a sample of 353 community enterprise entrepreneurs in the central region who approved the registration in the category of manufacturing enterprises and passed the assessment of good potential. The results of the study revealed that the Community Enterprise Management Model for Sustainable Growth consists of 2 main components: 1) the main components of Quality Development of Public Sector Management (PMQA) which consists of the following sub-components: (1) management expertise, (2) diversification of products and products, (3) innovation in production processes, (4) continuous improvement of product and product quality, (5) branding for recognition, (6) executive leadership, and 2) core elements of sustainability operations.

Story 3 by Bua Plian Si, N., Araksomboon, P. and Narathapanon, N. (2017: 43) researched "Community Enterprise Potentiality Development to Enhance Sustainable Strength: A Case Study of Community Enterprises,

Chachoengsao Province" by collecting 400 samples from community enterprise members in Chachoengsao province. Use the questionnaire as a tool to collect basic information of community enterprise members, including data collection from leaders or representatives of community enterprises in Chachoengsao province. A total of 8 people. Use document-based study methods and interview methods. In-depth understanding of strengths, weaknesses, opportunities and obstacles in community enterprise operations. The results showed that most community enterprises in Chachoengsao province have the greatest potential to operate in the management of goods or services. This was followed by marketing management, community enterprise direction, community enterprise member and customer management, knowledge and information management, and implementation planning, respectively. For indicators of the success of community enterprises. It was found that the potential and can be used as the most indicators of the success of community enterprises in Chachoengsao province are leadership, followed by production, labor, marketing, finance or capital, and management, respectively. The operation of community enterprises has strengths in production capacity, weaknesses in equipment, lack of modernization. There is an opportunity in terms of having a large customer base in the province and there is a barrier in terms of lack of people or places to facilitate marketing.

Story 4 by Tangrujikul, T. and Kaisanti, K. (2017: 969) studied "Potential Development of Community Enterprise Baan-Lansai women farm group, Namom District, Songkhla Province". The three main data groups: 1) group president, 2) government officials, 3) group representatives, are qualitative studies using observation, in-depth interviews, content analysis, and conclusions. The results of the study showed that good management of community enterprises. The key to developing a community enterprise group to be successful and able to stand up to it needs to be studied. The context and circumstances of community enterprises in terms of weaknesses, strengths, opportunities, obstacles that arise of community enterprises, as well as the study of guidelines for group development or community enterprises. study of current conditions; and involve community enterprises in policy formulation. Continuous support of budget or other resources to meet the actual needs and needs of community enterprises. Government agencies should provide marketing support. Provide more distribution channels. In terms of product design and packaging, new innovations should be created for products to add value to products. Funding should support low-interest loan sources for the procurement of modern production equipment and machinery. Knowledge and information management should promote. Training to increase production knowledge for interested people in the community to pass on to the next generation of members. In terms of external interaction, promote study visits, organize activities and create cooperation between enterprises. Communities that produce more of the same type of goods across the country.

Story 5 by Panyamak, S., Srikeaw, P. and Kloypan, J. (2016: 73) studied "Community Enterprise and Sustainable Development Guidelines", a qualitative study synthesized from various literatures. The results of the study showed that sustainable community enterprise development guidelines include: The 8 steps are as follows: 1) Evaluation and review of past performance to find solutions or improve 2) Regular development of products and services 3) Standard quality control and maintenance 4) Production must not affect environmental resources. 5) Integrity in fund management, transparency and accountability. 6) Additional study visits. 7) Networking for learning, production, and marketing within and outside the community, and 8) Developing community enterprises as models for learning among members and interested groups.

E. RESULTS

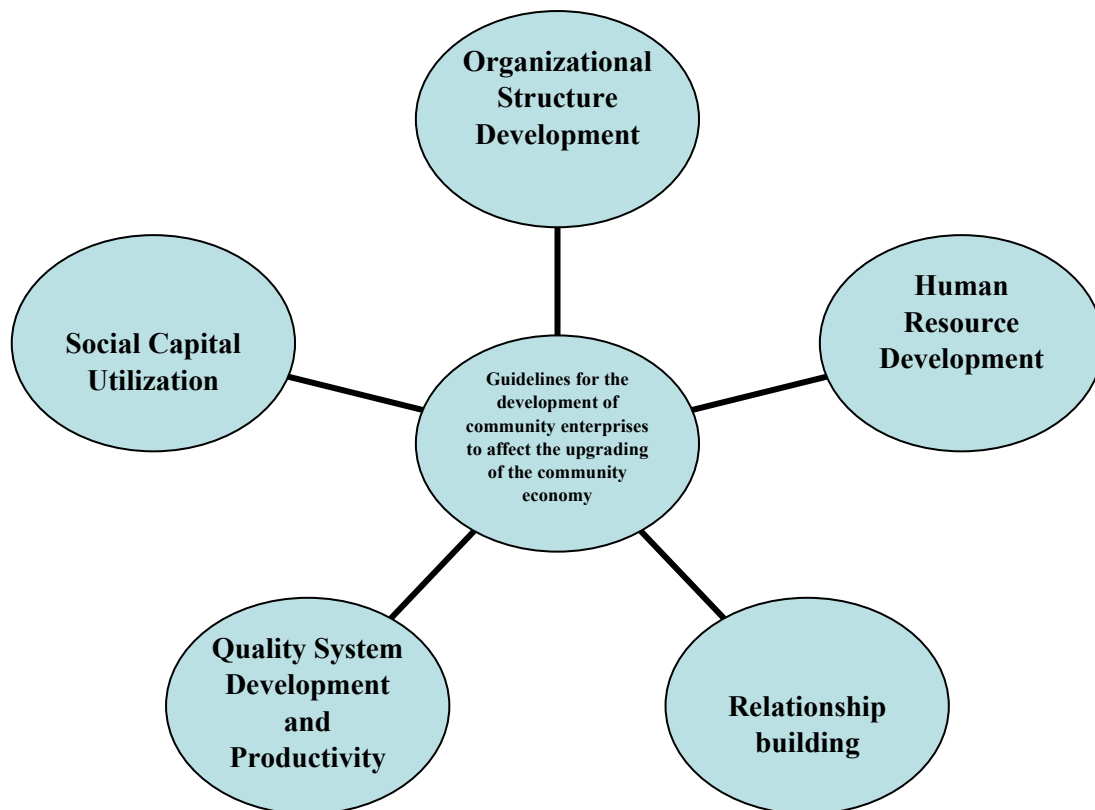
The researcher has taken Concepts and relevant study results are synthesized for content-oriented analysis. The results of the study can be summarized according to Table 1 as follows:

Table 1 Synthesis of community enterprise development data to affect community economic uplift

<div style="text-align: center;">Concept</div> <div style="text-align: center;">Factor</div>	Community enterprises with Community Economic Development	Study 1 results	Study 2 results	Study 3 results	Study 4 results	Study 5 results
Participation in community collective responsibility	✓			✓		
Standardization of operational processes	✓	✓				✓
Community-owned business plan and manage by yourself to become self-reliant.		✓		✓		
Productivity comes from community processes.		✓				
Initiatives to create innovation belong to the community.		✓	✓			
Having a base of local wisdom combined with international wisdom	✓	✓				
Having a learning process at its core Knowledge and information management		✓		✓	✓	
Financial and accounting management		✓		✓		
Expertise in management and customers			✓	✓		
Production of a variety of products and products			✓	✓	✓	
Continuous improvement of the quality of goods and products.		✓	✓			✓
Branding for recognition			✓			
Executive leadership and visionary			✓	✓		
Honesty, morality and ethics			✓			✓
Development, training, study trips	✓		✓	✓	✓	
Marketing management	✓		✓	✓	✓	✓
Provision of more distribution channels					✓	
Organizing activities and building cooperation between enterprises					✓	✓

From Table 1, the researcher has divided the factors in the development of community enterprises to affect the upgrading of the community economy into the following factors: (1) organizational structure development, consisting of 1) participation in community collective responsibility; 3) Financial and accounting management 4) Expertise in management and customers 5) Executive leadership and vision (2) Human resource development consists of 1) having a learning process as the core. Knowledge and information management 2) Honesty, morality and ethics 3) Development, training, study trips (3) Relationship building consisting of 1) organizing activities and building cooperation between enterprises (4) Quality and productivity system development consisting of 1) Development of standardized operating processes 2) Creation of products from community processes 3) Initiatives to create innovation belonging to the community 4) Production of a variety of products and products 5) 6) Continuous improvement of the quality of goods and products. Branding for recognition 7) Marketing Management 8) and (5) the use of social capital, consisting of 1) having a base of local wisdom combined with international wisdom, and the researcher summarized a diagram of community enterprise development to affect the upgrading of the community economy as shown in Figure 1 as follows:

Figure 1: Guidelines for the development of community enterprises to affect the upgrading of the community economy



F. CONCLUSTIONS AND DISCUSSION

Synthesis of concepts and relevant study results The researcher of factors in the development of community enterprises to affect the upgrading of the community economy came to summarize the results and discuss the results of the study by dividing them into groups of relevant factors. as follows

(1) Organizational structure development consists of 1) participation in community collective responsibility 2) community ownership 3) Financial and accounting management 4) Expertise in management and customers 5) Executive leadership and vision Chantra, T., Kunraweng, P, K., Sukkasem, K., Chuaybamrung, P., Chimhad, P. and Khaenamkhaew, D. (2021: 101-102); Bua Plian Si, N., Araksomboon, P. and Narathapanon, N. (2017: 43) and Tangrujikul, T. and Kaisanti, K. (2017: 969). The operation process has been developed to be standardized.

Community-owned business Plan and manage yourself to become self-reliant. Financial and accounting management systems are in place. Build expertise in management, customer and executive leadership and visionary.

(2) Human resource development consists of 1) having the learning process as the core; Knowledge and information management 2) Honesty, morality and ethics 3) Development of training and study trips In line with the results of the study by Chantra, T., Kunraweng, P, K., Sukkasem, K., Chuaybamrung, P., Chimhad, P. and Khaenamkhaew, D. (2021: 101-102) and Bua Plian Si, N., Araksomboon, P. and Narathapanon, N. (2017: 43); Tangrujikul, T. All of the results of the study supported the findings, stating that the learning process is at its core, knowledge and information should be managed, and it must be managed with honesty, morality and ethics.

(3) Relationship building consists of: This is in line with the findings of Tangrujikul, T. and Kaisanti, K. (2017: 969) and Panyamak, S., Srikeaw, P. and Kloypan, J. (2016: 73). All of them supported the findings, saying that community enterprises should organize activities and create cooperation among enterprises to promote and extend the exchange of knowledge with each other.

(4) Quality and productivity system development consists of 1) standardized operation process development, 2) production of products from community processes, 3) community innovation initiatives, 4) community innovation initiatives. Production of a variety of products and products 5) 6) Continuous improvement of the quality of goods and products. Branding for recognition 7) Marketing Management 8) Chantra, T., Kunraweng, P, K., Sukkasem, K., Chuaybamrung, P., Chimhad, P. and Khaenamkhaew, D. (2021: 101-102); Intaraphuek, C., Kraichan, P. and Roopsing, T. (2021: 46); Bua Plian Si, N., Araksomboon, P. and Narathapanon, N. (2017: 43); Tangrujikul, T. and Kaisanti, K. (2017: 969) and Panyamak, S., Srikeaw, P. and Kloypan, J. (2016: 73). Productivity comes from community processes through community-based innovation initiatives, as well as the production of a variety of products and products by continuously improving the quality of products and products. Branding for recognition Marketing management includes the promotion of the provision of more distribution channels.

(5) The use of social capital consists of: This is in line with the findings of Kaewpeng, D. (2019: 13) and Chantra, T., Kunraweng, P, K., Sukkasem, K., Chuaybamrung, P., Chimhad, P. and Khaenamkhaew, D. (2021: 101-102). All of them supported the findings, saying that community enterprises should use community social capital or local wisdom to develop community products in conjunction with modern methods.

G. SUGGESTION

Based on the results of the study, the factors found can be used by responsible government agencies to formulate policies for the development of community enterprises, including community enterprises, which can be used to develop workshops for the development of community enterprises and upgrade the community economy in terms of organizational structure development. Subsequent studies can use the findings to conduct quantitative research studies to measure the level of opinion, as well as qualitative studies through in-depth interviews with stakeholders. This is to further assess the economic development of the community.

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