

SUSTAINABLE ECONOMY ON COMMUNITY ENTERPRISE AND DIGITAL MARKETING

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Abstract

Community enterprise demonstrates the influence of information technologies on the digital economy. Such technologies can transform the processes of economic activities at the community level, leading to sustainable growth. Digital marketing must be coordinated with the goals of community leaders and make use of current information technology in order to achieve sustainable economic goals. The main objectives of this research were to analyze the process of utilizing information technology in developing digital marketing and in the integration of knowledge for effective digital marketing platforms, both of which ultimately lead to the generation of a sustainable economy for community enterprise schemes. The study utilizes qualitative methods, providing knowledge and selecting data through the use of in-depth interviews with key-informants, and secondary research of the existing literature. The results express that “community enterprise” is different from the less organized “community action” which can die out due to lack of effective management. Local resource management by the community is powered by social and cultural elements, rather than by the government, corresponding to the goal of sustainable development. Community enterprise projects utilize local wisdom and the citizen community to bring about fundamental development, generating benefits for the community. One barrier identified by the community was that regulation is not suitable and must change to be appropriate for the current condition of the Thai economy. However, it depends on the community leaders who are carrying out the project. Another suggestion was to improve awareness and conscious understanding of the value of the local environment and local resources through and within community enterprise projects, with a key recommendation that community enterprise is also carried out with a spiritual commitment and in accordance with accepted social and

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cultural ideals. Communities can comply with government laws and regulations to create a cooperative network between a community enterprise and external organizations, enhancing the exchange of knowledge via the digital economy.

Keywords: Sustainable Economy, Community Enterprises, Digital Marketing

1. INTRODUCTION

The COVID-19 pandemic has caused economic growth to slow down, and also increased the poverty gap around the world. Online platforms have been constructed to serve as a gateway of information and technology facilitating the public worldwide. For the last five years, many forums have distributed knowledge, and technological solutions and innovations for rapid progress towards the SDGs (Technology Facilitation Mechanism, 2020). A new era for community should be launched, which takes into account the purposes of the SDGs and the 2030 goals. Start-up communities should be built as a bridge to connect innovation platforms via social media, thus providing knowledge management support. This can promote problem solving regarding power and helps to maintain the capability of societies to organize and apply strategies which increase the positive impacts on their communities, economy, and other derived challenges. Demand drives the capacity for community development activities along with technical platforms to bring about community enterprise. There are two purposes for setting up a community

enterprise. Firstly, community enterprise generates income earning possibilities; secondly it supports intra-community self-independence, especially regarding the process of learning by heart. One of the most outstanding resources of community enterprise is community capital (Mathew, 2008). This does not refer only to money, but also to the products, knowledge, skills, culture, and social merit that is tied to trust in the community. The history of community enterprise in Thailand, combines the unity of communities for the generation of local businesses, which are “Small and Medium Enterprises (SMEs)” or “Cooperatives”. The Thai government has offered support to maintain a sufficient economy, especially for SMEs, for improved market competitiveness. Therefore, the government has helped to empower community enterprise, for these communities to build strength and to help them move toward, upgrading their community businesses. Presently, Thailand looks to community enterprise, especially for farmers, helping them to integrate with community-based businesses. Moreover, enhancing the knowledge for developing the best community capability management is a genuine

need for meeting the goal of a sustainable economy. Eventually, the community economy will be ready for self-reliance in future trade competition. To accelerate the economic growth and trade competition, the digital economy plays a major role in driving the country's economy, increasing efficiency, and adding value to the GDP based on knowledge and a creative economy. It is normal for Thais to love using digital technologies, such as Facebook, smartphones, or tablets. However, most digital applications are used for the purposes of entertainment and social networking; it is quite rare to use these digital technologies for work. Consumer behavior is shifting towards sustainability and environmental concerns (Mello, 2015). Therefore, businesses have adapted a sustainable development approach in order to maintain their green consumer segment. Sustainable marketing puts emphasis on environmental and ecological issues, to achieve the goal of sustainable economic development (Van Dam and Apeldoorn, 1996). However, there are concerns regarding the product life cycle; can the product be reused, recycled or is it a single use product (Ottoman, 2011). Martin & Schouten, (2012) stated that sustainable marketing is of value to consumers and works to satisfy their needs. Social relationships have been transferred to the virtual world, leading to the creation of online communities of people from all over the world. This movement into the

digital dimension allows people to share knowledge, entertain each other and promote dialogue between different cultures (Tiago, 2014). To accelerate the development of knowledge, including an increased awareness of digital technology, Thailand has focused on educational reform, particularly among Thai youth, based on research and development in IT and relating to all sectors, including business, education, agriculture, tourism, and the transportation industry. Therefore, it is time for the Thai economy to become a digital economy. Community enterprise and digital economy combine for realization in various contexts; specifically, 1) it will reduce the middle-income trap; 2) it will reduce inequality, particularly in the agricultural and manufacturing sectors; 3) it will motivate people to use their inner capacity to generate chances from economic integration. Moreover, those contexts use digital technologies involving activities for maximizing competitiveness while still moving toward sustainability. Recently, Thailand has greatly improved its digital infrastructure, deploying broadband to all provinces, with Wi-Fi freely available countrywide. The demand on international bandwidth also grows via economic activity. For example, coaching strategy is one outstanding activity used to initiate and develop smart living via an online channel called "Internet of Things (IoT)". The Internet of Things (IoT) is a method of connecting information from every place, at any time, between devices all

over the world. Following the capacity of the internet, anyone from anywhere in the world can connect to each other via the data they provide and are provided with. Most interactions appear through the “World Wide Web” from a browser or client joining via cloud-based servers. It is a powerful machine in operating complex worldwide networks. Furthermore, the IoT can modify peer-to-peer connections with real-time interactions effectively (Office of the National Economic and Social Development Board, 2016).

The idea of a Digital Economy (DE) was proposed by Tapscott (2014), who mentioned the economic uses of information technology in both the agricultural and business sectors, in creating value-added goods and services, especially in the context of Small and Medium Enterprises (SMEs). In Thailand, Information and Communication Technologies (ICT) are a key tool supporting the capacity for competition in both exports and employment, particularly in the telecommunication industry (Noppakun & Maneechot, 2016). A survey on the market value of communication in 2016 showed that the amount of communications equipment in both private businesses and the government sector was estimated to be around 137,806 million baht (60.80 percent), a 2% estimated growth from the previous year (estimated from 6 months data) (NSTDA, 2016). Thailand’s 2005 Enterprises Promotion Act supports the production process, offering services for development and

community problem solving, particularly for agricultural promotion. The objective is to improve incomes, thus also improving self-independence and community happiness (The Council of State, 2016). Government issues link to managerial policy emphasizing sustainability and happiness of the community. After 10 years, CESME has spread mostly in the North-East in comparison to other regions in Thailand. The top five CESME industries are cultivation and animal husbandry, manufacture of food products, the production of basic chemicals and chemical compounds, textile production, and manufacture of wood and wood products (Office of the Secretary of the Board of Enterprise Community Department of Agricultural Extension, 2014). In this Era of Technology and Communication, people have infinite access to information on a global scale. Slow-moving societies has changed, to become alert with fast paced development; Thailand is no exception. CSMEs in Thailand can be strong on expanding their markets via the internet; such “E-commerce” or “E-industry” reduces operation costs. Besides this, the Internet of Things can create opportunities for sales and new services, developing the responsiveness to meet consumer needs, and leading to more efficient business cooperation. The government now concentrates on five pillars: 1) hard infrastructure; 2) soft infrastructure; 3) service infrastructure; 4) promotion of digital economy; and 5) digital society and

knowledge. Recently, the Thai Government has fostered “Startups” ready to commercialize prototypes for trading online, also coaching their standardization of product items. The new key aspect of the digital economy regards promoting income and enhancing Thailand’s ability for global competitiveness, to release Thailand from the list of “Middle-income” countries (Malaitong, Maneechot & Poolmak, 2016). The objective of this research is to analyze the process of information technology use in developing digital marketing and integrating knowledge, in the generation of an effective digital marketing platform which can transform the economics of community enterprises to be sustainable. In this era of the digital economy, Thai citizens absorb infinite information that pushes community enterprises to identify their roles and cooperate effectively with the government. The ECSME movement on such activities can support the government in the case of common sense for managing resources and the environment. Many ECSMEs are conducted by active young Thais citizens, such as the Learning Valuable Lives Project, by Bang Khan Taek; Experimental Microorganisms Project; Restoration Music Project, by Huay Nam Khao; Big Puppets Phetchaburi Project; Stucco Phetchaburi Project; and the Quality of Food and School Development Project. These community enterprises are examples of SMEs using technology to operate their local resources and environment.

Furthermore, these particular businesses have been mentioned as “young active Thais citizen community enterprises”.

Extending the idea of small enterprises preserving the environment for the community through the use of technological support, includes demonstrating the processes involved in a real-world context through the use of case studies, learning the form of these processes and the community involvement. This paper realizes the benefits of good examples in digital economy management and care of local resources to construct an efficient area and sustainable community. Accordingly, the objectives of this study are: (1) to examine the process of technology use in managing the local resources of community enterprises; and (2) to review the problems and suggestions for enhancing the sustainability of community enterprises. The expected benefits of the research are: (1) data and findings from the study can be used as guidelines for managing community resources via digital technology, for the benefit of other community enterprises; (2) the accumulated academic knowledge can be applied to other related issues in the future, such as E-Commerce and E-Auction.

2. LITERATURE REVIEW

The concept of digital economy is divided into 3 stages, namely the economic divide, usability divide, and empowerment divide (Nielson, 2006).

At present, the government has adopted a policy of digital economy and society, as a driving force to increase efficiency and productivity. Small and Medium Enterprises (SMEs) can leverage the information generated by digital policy to align business planning and adaptation with today's changing environment. In today's society information is created in various forms, and acts as a key factor of human life, needing to be consumed in different contexts, such as social class, professional groups and changing times. The theory of information and data results from the desire of communications receivers to express themselves through their material needs. Communication has a target or goal to increase learning, and confidence, or to reduce the uncertainty of humans (Berger 1987). The theory of information seeks to generate satisfaction, integrating the people, society and environment, through communications technology, bringing different aspects together in response to human needs under the society's system of sharing information. Furthermore, educators can also use the theory of information as a teaching tool in fields such as managerial entrepreneurship and behavioral digital marketing management. Consumer theory is the predominant theory for analyzing consumer behavior. There are many theories, such as the theory of revealed preference, which widely describe consumer choice behavior (Hands, 2014). There is also the bandwagon and snob effect, which shows that some trust must occur

when the marginal external consumption effect is zero. However, this requires the assumption of an underlying condition of perfect knowledge of the demand curve (Leibenstein, 1950). The expected utility model explains the variety of consumer behaviors, such as demand for insurance, or demand for decision making regarding new products when consumers are unsure of the product's quality (Von Neuman and Morgenotern, 1994). Demand, considers features of a product, mentioning the cause of limitations on different levels of quality, as people make purchasing decisions via the variety of determinants for substitutable goods (Lancaster 1966).

Recently, the Thai economy has started moving towards its goal of becoming a green economy. Several drastic steps have been taken by the government to implement green economy practices. As such, businesses should adopt the three 'keys' to green business operations: 1) ensuring that technology is used to develop resource-efficiency and low-carbon emissions throughout the business unit, 2) integrating socially responsible practices such as corporate social responsibility projects, and 3) promoting good governance, allowing access to information, and encouraging understanding and trust among the community and local populations (Climate change and Thailand's move towards a green industry, 2018). In Thailand, community enterprises refer to the involvement of people from rural communities in participation and

money sharing, to set up new businesses, including production and sales, and the use of local materials in the production of goods and services (Petprasert & Wongkul, 2002). Community enterprises are owned by people in the community and involve knowledge-sharing in all aspects of management, such as production, marketing, finance, and operations, while the community are also responsible for the effects of the enterprise management (Sakolnakorn & Sungkharat 2014). In addition, Mahain et al. (2011) found that most community enterprises faced problems in finding financial support and obtaining money for investments to extend the business, stating also that government support was insufficient and did not meet the needs of community enterprises.

The definition of consumer behavior is the actions of humans which influence the market system (Foxall & Sigurdsson 2013). This is one of the real expenses of the business sector such as salary, and other cost factors. Accounting profits are created when accounting is compared with the revenue from selling goods and services. Accounting profit is always greater than economic profits because accounting profit does not include implicit costs into the costs equation, as shown in equation: $\text{accounting profit} = \text{total revenue} - \text{costs}$ (Chutiwong 1994). The theory was developed in particular for journalism, but has become popular in education as it involves the effect of media on people. A change in

behavior or attitude can be obtained from the media such as through the involvement of the internet. The consideration of persons can include both mental and physical aspects. Rubin (1994) cited in John F. Cragan and Donald C. Shields (1998) stating that this theory is based on the concept of using media for the target market and for motivation itself. People use it to meet their satisfaction and to influence others through communication media. Furthermore, Katz (1960) was the first person to say that “media will not affect people who do not choose to use it”. Another study of Katz (1987) indicated that the receivers with environmental, social, and psychological conditions are different, such that their needs are also different. People use media for four reasons: (1) to establish their identity, (2) to have social contact and connection, (3) to entertain and educate, or (4) to demand a real message for knowledge on a global situation. Besides this, Pavlik (1987, 1998) supports the idea of Katz, that the use of information and communications technology is a tool to attach people to the stream of society; various details and communications technology can be overcome through distance, time, and the race of people around the world. Individuals must select media or other information in order to become satisfied with increasing their knowledge of new items and upgrading the current dynamics of their respective lifestyles. Modular information and communications technology is a key factor in today’s

society, which helps to fill the lives of people and enterprises, moving toward success in their expectations.

3. METHODOLOGY

The population for this research study consisted of the managers of community enterprise projects in the year 2019. Six community managers were interviewed via personal contact in advance of the mail-based questionnaires containing open-ended questions. In-depth interviews and a structured questionnaire were assigned via a purposive sampling method to examine the role of digital marketing platforms in achieving the goal of a sustainable economy. During the study, the objectives and target respondents were defined prior to pilot testing in which the questionnaire was administered in order to identify and rectify and confusing questions. The questionnaire was pre-tested with randomly selected individuals from the study population but using individuals from community enterprise programs in a different area. The directions to respondents included a short explanation of the objective of the questionnaire. The literature relating to sustainable economy, community enterprise and digital marketing, was reviewed to synthesize the relevant issues, such as processes, definitions, criteria and requirements. The processes of the study included the following:

Part 1 consisted of using secondary research of documents such as books, journals, and research

articles to gather the secondary data.

Part 2 consisted of collecting primary data via informal interviews, emphasizing the use of “in-depth” interviews with key-informants.

These key informants included both formal and informal leaders involved with the ECSMEs. The data collection encompassed:

(1) Documents covering the background of the community environment, local resources and community structure, allowing analysis and synthesis of new ideas from the documents. This method also incorporated implementing concepts of basic knowledge from the fields of human resources and sciences in the humanities and social sciences.

(2) Observation of the learning process: The study included observation of natural aspects in the community environment. However, it was hard to judge the inputs and outputs as these were not easy to control.

Context analysis was applied to analyze raw data, following the steps of the research process as shown below:

1. The objectives were reviewed to ensure applicability with the information research method of a phenomenological quantitative analysis.

2. Literature reviews were used to support the development of the objectives selected for the study.

3. Face-to-face interviews were used for creating the recording form.

4. A pool of information was gathered for analysis in accordance with the objectives.

5. The findings were reported along with synthesis of suggestions and recommendations.

Community meetings were used as an instrument for reviewing actions and revealing the community characteristics. Furthermore, limitations of the research included that it concentrated only on studying the patterns and processes of the community enterprise participation in community resource management. Moreover, the participation of the community enterprises included problems, with suggestions found in each ECSMEs project.

4. FINDINGS/DISCUSSION

According to the objectives, the research used both interview and research questionnaires to examine the process of technology use in making a successful community enterprise, and in integrating knowledge for effective digital

transformation in each case of community action.

Findings

The Demographic Information

The contents of the questionnaire included marketing and community opinion. This study used demographic information to indicate the knowledge learned from different groups. Most of the leaders were married, male, and aged between 45 and 60 years as shown in the table below.

Age is one factor determining how the leader of a community feels regarding social media digital platforms. Generation X are accepting of using digital marketing for the benefits of the community as they have been challenged with updating and changing based on new information as the digital world has grown; they believe that digital technology can help them to generate, and

Community Enterprise Managers	Age	Gender	Marital Status	Accept / Reject the new platform of digital marketing
4.1 Learning Valuable Lives Project	55	Male	Married	Accept
4.2 Experimental Microorganisms Project	50	Male	Married	Accept
4.3 Restoration Music Project	45	Male	Single	Accept
4.4 Big Puppets Project	50	Male	Married	Accept
4.5 Stucco Project	60	Female	Married	Accept
4.6 Quality of Food and School Development Project	48	Female	Married	Accept

communicate with, new customers. Furthermore, it is noted that gender and marital status differences do not inevitably lead to the idea of accepting the use of digital marketing platforms. All of the information givers were educated persons. Everyone can search for knowledge on the management of community planning via digital marketing using e-mail, e-books, and Facebook through digital platforms.

The Case of Community Enterprise

4.1. Community Enterprise 1: Learning Valuable Lives Project

Samut Songkhram is not far away from Bangkok, being only a 1.5 hour drive from the capital. It has an outstanding “Umbrella Railway Market”. Bang Khan Taek, Samut Songkram has 12 villages with a population of nearly 9,000. The most common career is gardening, with gardeners’ lives relying on a simple natural lifestyle and support from each other. However, the community has begun to change, including changes in the way of life of gardeners. The area is becoming abandoned as the younger generation are not interested in the traditional occupation of their grandfather’s generation, or local culture and wisdom. The lifestyle and values of Bang Khan Taek have begun to disappear. Gardeners have used the processes of (1) searching for information on the internet, (2) doing field surveys to collect a repository of community life at the home of

agricultural scholars, (3) collecting information from both outstanding community individuals and landmarks, and (4) site visits for recording VDO planning to display at local primary and secondary schools and on the website “Self-management Samutsongkram”. The outcome expresses the “Learning Lifestyle (LL)” of Bang Khan Taek community and has created skilled job diversification. Most notable for this study is the use of technology as a medium for building the awareness of Thais citizens. From the 1st case study, the Thai citizens of the community have been brave to dare to challenge themselves in collecting local resource data, and using their skills to make contact among the people of the community. Furthermore, the community can adapt the process of working to use inside the classroom for the younger generation. Therefore, the result of using technology can motivate ECSMEs such as homestay resorts, to realize the local environmental problems and to think not only about consuming local resources but also how to give benefits back to community, such as using basic information from internet searches regarding the number of villages and the strong point of each village to reduce the cost of working.

4.2. Community Enterprise 2: Experimental Microorganisms Project

Wastewater problems coming from pigpens and waste food from the university cafeteria resulted in a bad

smell which created irritation with the agricultural community and Ratchaburi Technical College. Operation of the RBCAT Project has helped to develop the quality of life for both the agricultural community and Ratchaburi Technical College. The learning process included searching about microorganisms via the internet, books, and talking to professors to generate the necessary information to ensure cleanliness and to set priorities for the enterprise. This was followed by announcement of the project details and grouping the agricultural community to survey for knowledge of microorganisms. Word cards were then used to highlight the ideas of the community, adjusting their basic knowledge on microorganisms, and generating open discussion between the community and scholars around their views regarding microorganisms. This sharing of knowledge with scholars generated new ideas and inspired further internet-based information searches for the operation of EM in Ratchaburi Technical College. The final step incorporated experimentation on EM inside the community and creating packaging for selling the product. The outcomes of this process were reviewed as: College students and community members earned the necessary skills for effective work, especially regarding planning, sharing of roles, financial management, leadership, and teamwork. IoT helped the community to form a cooperative relationship including the sharing of knowledge between each other adding

to the fundamental information that everyone could gain from textbooks. Furthermore, IoT provided this community with advanced knowledge on using microorganism bio substances. This product has brought benefits to the youth community during the school term break and has helped to reduce waste in the community. Scholars shared knowledge with others via VDO recorders, including the construction of the new future lives of the society. From the beginning, the project was likely to fail. However, the full power of the community minds and use of the internet in searching for advanced information brought the solution of college and community collaboration. The relationship between these two groups has become stronger and stronger. Children can participate with attention and are expected to change their perspectives on building their new careers and in protecting the community environment for the next generation in a sustainable manner.

4.3 Community Enterprise 3: Restoration Music Project

In the past, people frequently got together to play music. In recent periods, it is quite rare to see this beautiful picture. The JC BK Group restored the idea of the school music band, creating an opportunity for the return of the community relationship. The learning processes consisted of: (1) A field survey with music scholars; (2) collecting and compiling information for analysis, using computers and the internet to find the

main points for effectively setting up a community band; (3) setting the time for practice from 6.00 – 9.00 pm every day; (4) teaching of the community's youth in their spare time; (5) During Thailand's Songkran festival, the band could be used for entertainment. However, during the normal time, the internet was required for advertising to allow the youth community to earn income through band performances. The results show that community members, including children, teenagers, parents, and older generations developed a tight bond. The key point to note is that the project created an opportunity for young people to integrate with the community, also reducing their time for play and undesirable behavior such as taking drugs. Working in community harmony, data were collected digitally and announced to outsiders, making many youths dare to think, and to express their ideas, especially regarding valuable use of time. This project also brought the benefit of earning income, to the society.

4.4 Community Enterprise 4: Big Puppets Project

This project aimed to explore the importance of Phetchaburi's big puppets, attempting to contribute information to the new younger generation. The process included (1) searching about big puppets in books and particularly the internet; (2) conducting a survey at Plub-Pla-Chai Temple about big puppets; (3) setting site visit activities for the youth

community at Ka-Non Temple in Rachaburi; (4) constructing a VDO for worldwide distribution via the internet on the topic of "Feeling Right Big Puppets in Phet"; and (5) creating a web board showing the conclusions regarding big puppets, such as how to make them, the history of big puppets, and types of big puppets, including the opinion of the interviewer because the community plans to broadcast for creating benefits in the future. Puppets have historical significance in Phetchaburi province and should be recognized by the new generation, who should make an effort to learn about and preserve this part of their local culture. Young people in the community gain skills and experiences outside the classroom when they come to learn with the village sages in the community. This project also supported the community to write a step-by-step plan for the project, for real life work as community entrepreneurs. The youth felt fully informed and motivated to serve the community by spreading the story of the big puppets in Phetchaburi province.

4.5 Community Enterprise 5: Stucco Project

The temples in Phetchaburi have been magnificently decorated with stucco art by older generations of town's folk. It has become part of the identity of Phetchaburi. Nowadays, young people are not much concerned about stucco; this project aimed to build publicity so that the skill and artwork can be known again in new

generations. The learning processes included: (1) setting a team meeting for reaching the goal of the project's objective; (2) searching for relevant information from documents and the internet; (3) examining the stucco and taking the photos inside temple; (4) collecting information and analyzing it to produce a VDO in the sense of a "Travel Documentary" and (5) presenting the VDO to others, spreading the knowledge of stucco via the internet. The project has spread the knowledge about stucco to other communities via the internet. This makes the value of stucco in Phetchaburi stand out and become well known, motivating people to join eco and art tours in the area. Various life skills have increased among the community citizens, such as coordination, sharing ideas with the older generations, improved teamwork, emotional self-control, and taking more rational actions, including development in responsibility and time allocation.

4.6 Community Enterprise 6: Quality of Food and School Development Project

The community in Nong-Ya province has always bred goats due to their lower cost, lower land use requirements, and high rates of return. However, agriculture faces the problem of more and more goats passing away. This may be due to a lack of knowledge regarding feed and feeding methods. The learning processes of this project included: (1)

team meetings to share understanding and plan the project activities; (2) a survey to collect data through site visits, recording the methods used in feeding goats, goat diseases, and food sources available in the local area; (3) a search for additional knowledge of goat breeding and feeding; (4) compiling information for analysis, and testing of two new formula foods, "mixed yeast" and "fermented cassava napier grass with acacia plant"; and (5) measuring the amount of goat milk produced for salable products via each feeding method including the yeast mixture, fermented cassava napier grass with acacia plant blend, and the original feed as a control. Using knowledge from the internet for the purpose of adapting this new-found knowledge to real situations in the real community, can reduce the gap between outsiders and insiders. However, the greatest benefit earned from this project was the "experience" in working in the real area, called "direct experience". The community enterprise can thus help its members to build a strong and proud confidence in their chosen career. The Internet supports the lifestyle of this community by providing additional knowledge and bringing in outsiders with knowledge about the products being sold. Moreover, the community feels proud of inventing new recipes. As well as this, knowledge from the internet can help the community enterprise members to plan and cooperate more effectively, in turn making their actual work more sustainable.

Discussion

All of the six cases above relate to the prior age of the Thai economy which was based on agriculture, but in the present time the income from farming is insufficient to meet family costs. After having plans to use digital technologies in the new age, the government supports the use of technology in Thailand by developing the internet network infrastructure. This idea has created benefit for all people all around the country. The information indicates to farmers and gardeners that planning for only a single plant to support the needs of the market might not be good because the construction of the crop business can destroy the forest. Planting for business, is associated with huge use of chemicals, destroying the naturally occurring soil nutrients both above and below ground. Recently, the main crop has been rice, but the community must join together for community enterprise. This can reduce the uncertainty in income earnings. The secondary interview report found that most of the community have tried to search for an outstanding characteristic to implement as a sub-career of the community which it can invest in at low cost, but leading to high profits. Secondary interview data, shows that the motivation for joining the community enterprise comes from viewing information on websites which has provided motivation by opening minds and generating ideas from seeing what how outsiders are doing now.

The classification of community enterprise is recognized as “Thais as active citizens”. This outcome is generated from secondary interview records, used as a guideline to make a suitable conclusion. The study finds that the classification is derived from the necessities of life, including ideas such as the economic community enterprise, own community enterprise, preservation community enterprise, and livelihood community enterprise. The committees associated with community enterprise projects must be accepted from houses in the respective villages. Some of the village members selected have their full heart in merit and push for the cooperation of the community in the top rank. The internet is a source of knowledge exchange and provides an opportunity for building a new knowledge framework. This includes running the community enterprise, as the community must ask for support from the government. The outcomes for the projects are then posted on the internet and generate support from people outside the community. The committee of the community enterprise projects are set in three major groups: (1) consulting committee; (2) general committee and secretary; and (3) administrative committee.

The second piece of information from the interviews shows that the main point of having a community enterprise is not using commands and orders, but offering support and flexibility through coordination to bring good, in-depth merit, in taking care of the community. This causes

the approach of preserving the benefits of the community under the ruling conditions of the community enterprise. Sometimes a group emerges which dislikes the idea of the community enterprise, and they may try to break down the cooperation of the community. However, this point can be resolved by talking and discussing the reasons of both sides in private. If there is a mistake or misunderstanding, a meeting will often be used to declare and ask for the majority opinion. Techniques of working inside the community enterprise are: (1) participation in the process; (2) talking about the good and always encouraging each other; (3) voluntary work and not using force; and (4) the community should be involved in monitoring and understanding well before the project begins.

Smart community enterprises and agricultural development must not rely purely on the old-fashioned ways, leaving the soil in its natural state, subject to the prevailing weather situation, and traditional livestock planning, but must also integrate big data along with other technological platforms to support their agricultural business. More adaptable farmers and local community entrepreneurs start using digital marketing faster, and are thus, front and foremost regarding production investment. Farmers and local community entrepreneurs should search for more effective techniques via digital marketing in order to adjust their revenue. Moreover, the design of content for campaigns can boost overall revenue.

It is suggested that (1) youth should be recruited regarding their background in working with others, in order to effectively carry out meetings, and network with organizations known outside the community using available market data to make strategic decisions; (2) searches should be made for adequate funding to increase the community enterprise's financial capital, as well as to engage with relevant information tailored to the local business. Every community start up should have its own website to be easily accessible to customers through the community platform. Furthermore, when problems are found, the enterprise leaders should come to talk with community leaders and scholars, including asking for their opinions of the community village for becoming trusted advisors and conducting long-term relationships with the community.

5. CONCLUSION/IMPLICATIONS/ RECOMMENDATIONS

In conclusion, the study has found that there are both inside and outside factors linking to the success of community enterprises: (1) Villagers have gathered causing the appearance of community more than individual enterprise. The cause of this development is the use of networks via the internet, at all levels, contributing additional knowledge from village to village; (2) Beliefs and faith in the monarchy have brought the idea of conservation to the next generation in correspondence with the

sustainable development model proposed by the late King Rama 9 of Thailand; (3) Community concepts on conservation focus on building the capacity of the community and reaching sustainable development goals; (4) Management of community enterprises coordinates with other community organizations that work in the same area. Therefore, the process of using technology for the benefit of community enterprises assists in managing the local resources and screening alternative solutions. Data is used to determine the potential of the community in question, as it provides extra information obtained from the internet to provide evidence, such as the costs of production, when using two new supplementary foods in contrast to the use of local resources, making it possible to calculate and compare the costs and benefits returned to the community. The highlight of community enterprise is in providing or opening up opportunities to young Thai people who have the ability to use digital learning and then to apply it in a practical situation. The potential SMEs information can be useful for other communities in preparation for seeking a suitable approach for their community, so that each community can find its own direction, emphasizing and effectively utilizing the local resources to generate an effective community enterprise. Knowledge sharing via IoT can contribute to information assessment in explaining the market condition in relation to the interests of sufficiency and for earning extra revenue benefits.

Digital marketing can play a key role in backing up the new local business by capturing the online market, targeting customers online and providing good opportunities for the competitive growth of business. Communities now find themselves in the era of the “Digital Ecosystem”. Everyone has a mobile phone and uses mobile applications for support and searching for knowledge on management. Mobile applications can provide introductions and benefits for buying and selling products and crops in various markets, as they can provide the options and choices available, such as checking the weather, dealers, and providing a means to make market price inquiries. Moreover, the understanding of personal preferences is the main reason for ensuring uniqueness in the community service.

Recommendations and implications are to enhance the community enterprise’s sustainability. Active citizens can link what they have learnt to real life in their future. Local communities and farmers are enabled to accept and to use new and modern technology, integrating this technology with their cultures and the agricultural value chain for the improvement of local production. Besides this, digital marketing now impacts every sector, especially local start-up businesses, minimizing marketing costs via the online marketing transformation. Furthermore, the “Digital Government Development Agency in Thailand” should form online marketing training to support farmers

and local agricultural communities, giving them a head start in the revolutionary transitional movement towards achieving a productive income and shifting to higher value agricultural products via digital innovation such as irrigation with wireless sensors, and storage and logistics market connection which ensures the enhancement of community income. Beyond this it also leads to greater understanding about Thailand, and how to adapt peoples' lives as they endure the rapidly changing world of digital innovation for future sustainability.

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