

DEVELOPMENT OF POTENTIAL IN VALUE-ADDED MARKETING STRATEGY MANAGEMENT AND APPLICATION FOR DURIAN AGRO-COMMUNITY ENTERPRISE IN DEEP SOUTH PROVINCES

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Abstract

The purposes of this study were to develop a management system for increasing the competitiveness of Yala's agro-community enterprises, and to develop the potential of agro-community enterprises by adding value to the market share of durian via application of the concept of integration through the supply chain and value chain. The methodology followed a participatory action research approach with a sample group consisting of three durian-related enterprises, namely the Community Enterprise of Ban Batoe Puteh Quality Development, Yala Agricultural Marketing Co-Operative Limited, and the Fruit Processing Group of the community enterprise in Bannang Sata district. Data were collected via interview and group discussion, while data analysis involved data explanation and description. The results revealed that the development of a management system for adding to the competitiveness of Yala's agro-community enterprises consists of the development of organizational structure, the member system, and a development plan

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management system. It was also found that the development of the potential of agro-community enterprise relates to adding value to the market share of durian by applying the concept of integration through the supply chain and value chain. This consisted of product development, marketing strategies, enhancing management efficiency, and building networks.

Keywords: Potential, Management, Agro-community enterprise

1. INTRODUCTION

An aggregation of agriculturists in the form of a community enterprise group is a key mechanism to strengthen agriculturist businesses. Such enterprise provides a way to promote the union of fruit agriculturists in Yala Province, with activities conducted to manage the integrated fruit market toward social responsibility, building agriculturists' self-reliance in terms of management. However, changing of the behavior or agriculturists in terms of agriculture requires the design of an appropriate process for building acceptance, changing original beliefs to new ideas, creating innovations in their career. One key to changing attitudes and behavior is to bring the doctrine of religion to stimulate the practice and successful implementation of sustainable development (Saisaka et al., 2018). Regarding the deep south provinces of Thailand, it is necessary to design a process which considers the context of the area as it differs significantly from other areas in Thailand. Development not made in light of such consideration will lead to failure and many subsequent problems. Previously, the development which has occurred in

the area has neglected the main issue of the local context and culture. This had resulted in changing the social structure of the community and has pushed the burden of maintaining and developing the society to the government sector (Jaruwat Songmuang et al., 2015).

When aiming to produce quality products, it is necessary to start from changing agriculturists' behavior and farm management, also creating a new image for the local area. At present, the local government sector attaches importance to market management more than focusing on the endpoint of developing the quality of productivity, which does not have a positive effect on agriculturist behavior change. The design of quality products has 2 issues. Firstly, the development of quality products suitable for export is indispensable and must focus on gardening practices as well as the product contents, according to market standards. However, in Yala Province it has been found that the main problem appears from an inattention to garden management, resulting in yields not matching required standards. Moreover, information previously gathered has indicated that implementing approaches for efficient

garden management produces yields that can meet the required standards. Secondly, the development of quality products can contribute to the local identity by helping to create a new image, ultimately raising the price of local products, especially due to the unique taste of fruits. However, in order to achieve this, there must be significant adjustments to plantation management and effective publicity. Furthermore, many areas can also create product marketing in connection with tourism. Presently, many agriculturalist groups are interested in this issue, but require support from several agencies to improve promotion and recognition (Saisaka et al., 2018).

According to statistics, Yala's durian yield was launched in the market between 2013 and 2015 and has continued to increase. In 2013, there were 18,229 tons of Yala durian on the market. By 2014, this had risen to approximately 30,007 tons, and was 35,071 tons by 2015. Data from 2019 indicated that about 41,507 tons of Yala durian was on the market (Songkhla Provincial Agricultural Extension and Development 5, Department of Agricultural Extension, 2020). This is due to the demand of the Chinese market which has led to progressive expansion of plantations and consistently increasing yields. However, there are problems concerning the condition and quality of the durian which have occurred due to substandard plantation management which has not yet been solved. This has resulted in up to 60 percent of the local yield not being

released to the market as it cannot enter agricultural processing due to a low standard of product quality, such as possessing small red thorns, the fruit shape does not meet the market definition, and fruit sometimes contains durian worms, all of which negatively affect the confidence of exporters. Consequently, a large amount of the yield is sold to the domestic market to be entered into agricultural processing plants. Yala province has a project of building cold storage, in order to slow down the oversupply of agricultural products before launch to the market. Therefore, the approach of agricultural processing is a main strategy for extending the work and increasing the income of local agriculturists. Agricultural processing can be implemented in many forms, by processing orders from exporters in both domestic and international markets, or in creating new products and markets. However, in Yala, it is also essential to have a unit of agricultural product development to support the work of the farmer, as well as supporting the agricultural processing sector.

Agro-community enterprise, especially regarding durian, requires promotion, including the development of knowledge management for driving the quality of the group's management. Particularly in terms of the management and the implementation of market strategies, for the enterprises to effectively manage productivity, creating an ideal community enterprise which is effective in management, as well as

having a strategically managed market, in addition to running a comprehensive business, meeting the needs of members, and building trust in the fruit market. This will lead to further enhancing the quality of life of agriculturist members.

2. OBJECTIVES

1. To develop a management system for adding to the competitiveness of Yala's agro-community enterprises.

2. To develop the potential of agro-community enterprise, related to adding value to the market share of durian by applying the concept of integration through the supply chain and value chain.

3. LITERATURE REVIEW

3.1 Community Enterprise Management

A community enterprise is an important grassroots organization generating economic drive and building a self-driven community through equilibrium building and integration of the potential base production process with the strength of the community (Sripong et al., 2016). Advocating the adoption of local wisdom and culture leads to creating value in the products and services of the community (Kraisanti and Khamsri, 2016). As the state of the society and economy changes rapidly, all businesses, including community enterprises, must make modifications to their management, in

order to increase their competitiveness. The core management modification involves 2 key areas, namely efficiency and effectiveness. Efficiency involves increasing the capacity for productivity and service, reducing losses, costs, labor, and failed attempts, or any actions undertaken incorrectly. Effectiveness is the enhancement of a business's capacity to achieve its goals or perform correct actions, thus effectiveness does not only emphasize the application of fewer resources but also reducing costs, time, and difficult jobs, allowing a business to conduct everything effectively. A business may not be 100% effective. Nevertheless, measurements of effectiveness are relevant in multiple dimensions and make use of multiple indicators, including the quantity and quality of products or services. Therefore, management is a coordinated process, allowing the relevant group to accomplish their work processes utilizing individuals and other organizational resources effectively (Saengchai, 2019).

Guidelines for the development of a community enterprise management system consist of 3 main features:

1. Organizational structure and management is an important factor, affecting the success of a community enterprise's operations. This management includes the organizational structure and forms of management. It is necessary to demonstrate the explicit internal management relationships, roles, responsibilities, rules, and regulations, as well as

raising awareness of these among the enterprise members. Additionally, transparency and verifiability must be adhered to. Kraisant and Khumsri (2016) and Saengchai (2019) have described the meaning of organizational structure as an indication of the work of the organization, and the approach taken to subdivide this work through grouping and coordinating efforts. Organizational structure design consists of 5 components. The first of these is work specification, which indicates how much the work can be divided into sub-tasks according to specifications. Chain of command, provides an indication of the role of each worker, including the groups to which they belong, who they must report to, and if other members must report to them. Span of Control refers to the number of subordinates a supervisor oversees when following the proper chain of command; when fully achieved this leads to effective and efficient control. Centralization and decentralization refer to the specification of decision-making power in relation to where the organization is located. Finally, formalization indicates that the organization has put emphasis on establishing rules and regulations as a tool for operations regarding both executives and employees at all levels.

2. Member management, which includes group member development, and generating the participation of members in the formulation of opinions in policy making and joint solutions. It is necessary for the

community enterprise to concentrate on developing the skills and knowledge of its members in order to be eligible and prepared to reach its goals. Any community enterprise is required to build cooperation, unity, and even sacrifice among its members continuously. However, most community enterprises are integrated with the government sector, receiving financial aid and other support for various factors of production from the government sector. This has resulted in community enterprises being unsustainable with a high tendency for collapse. Consequently, member management is a significant factor that must be focused on for improving and building efficient management. Community enterprises must provide the systems and mechanisms for effective communication, and to raise awareness in terms of the rights and benefits of group participation and membership. This means that implementation of the benefits of members is the most likely factor in the success of community enterprises (Bhisalbutra, 2018).

3. Plan management is a core feature of community enterprise management, whereby executives must operate with organizational management, leadership, and control. A good development plan can identify the problems and necessary requirements to achieve equilibrium and information, as well as building cooperation among the enterprise members and other related parties. This opens opportunities for exchanging ideas, in turn helping to identify the potential directions of develop-

ment and creating unity in collaboration. Lack of an explicit development plan leads to slow and discontinuous progression in the enterprise's operations. The key approach of today's management lies in reviewing the strategies and approaches implemented by the enterprise, determining their effectiveness, and identifying the appropriate circumstances in which they can be effective. An organization's executives must increase their skill and ability to analyze actions, improving strategic decision-making, and improving leadership, ultimately increasing organizational capabilities (Worrachatt, 2018). The operations of community enterprises should validate their responsibilities to the local resources of the community, avoiding the creation of conflict among the people, as well as creating collaboration and participation among the various parties. In this regard, when a community enterprise utilizes local materials and products available in the community, it does not only create participation among community members, but also reduces the operation costs of the group by reducing the costs of transportation and generating a fast and safe supply chain (Chinaphong, 2019). Sangayothin (2017) described the success factors of community enterprises, including having members with a mutual understanding of the enterprise aims; cooperation with the public; and the requirement to implement the 5 morals of honesty, sacrifice, responsibility, mutual

compassion, and trust. Strong leaders demonstrate honesty, generosity, diligence, and effective communication with members, allowing them to provide continuous encouragement for all members. Additionally, an associated study by Pholnil and Wongsarsri (2011) studied the knowledge management guidelines for development towards the sustainability of community enterprises in the North-East of Thailand, discovering that the approach of sustainable community enterprise development requires collaboration from development parties within the community, group participation, and collaboration in order to determine the group guidelines and activities.

3.2 Development of Marketing Strategy

1. Value Chain, the concept of Michael E. Porter, presented in 1985 in his book "Competitive Advantage", contributed the opinion that an organization can increase its ability through effective organization, by reducing the cost of internal activities, in turn making the organization a price leader, able to promote product and service differentiation. Any organization can practice the strategies to create differentiation by cultivating and analyzing the actions and relationships among its activities and its competitive advantage. The concept of the value chain is a tool to observe the various activities of an organization, distinguishing the activities which can create added

value, with the aims of delivering the best value to customers at the lowest cost possible. By doing this, the organization can realize its competitive advantage, which occurs from creating added value. The value chain is divided into 2 types, namely main activities and support activities. A main activity is an activity which directly creates the value added to the product; it consists of 5 groups of activities, namely those related to inbound logistics, production, delivery, distribution (outbound logistics), and marketing of the after sales services. Support activities support the main activity, helping to develop the efficiency and effectiveness of the organization, but do not directly contribute to any value added to the product. These consist of 4 activities, namely procurement, technological development, human resource management, and company infrastructure (Noknoi et al., 2015).

2. Business Model Canvas is the model that explains the way a business builds its value, presents customer value, receives customer feedback, and increases the competitiveness of the business. This model helps to visualize the entire business plan, supporting the formulation of strategies, the success of assessment strategy for planning, and helping to select an effective and appropriate business model. Business Model Canvas is divided into 9 building blocks which are relevant to visualize the entire business. The Business Model Canvas mainly consists of customers, products and services, structure, and the financial

sensitivity of the business. The Business Model Canvas is similar to a blueprint for strategy implemented through the organization's structure, processes, and systems, helping to plan all aspects of the business model. The Business Model Canvas comprises of 9 components, namely the Customer Segment, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partners, and Cost Structure (Osterwalder & Pigneur, 2010).

3.3 Coaching

Nowadays, coaching is frequently adopted for explicit personnel development in many organizations. Coaching is a useful mechanism for strengthening and developing individuals in an organization, increasing their knowledge, abilities, advanced thinking, learning methods, self-assessment, and direction-setting for self-development. The process of coaching allows individuals to practice their learning activities more effectively, to bond with their learning, and to build opportunities for adopting new ideas, determining the right course of action in developing their potential through an effective dialogue with their coach. Regarding goal achievement, coaching is a collaboration between a coach and coachee, which is an important strategy for personnel development. When coaching is in place, a supervisor does not only guide their subordinate staff, but staff

will also guide themselves, with self-development highlighted as the key to success in reaching one's full potential, while also building confidence and credibility in oneself (Chumkaew, 2015). Coaching enhances the quality of community enterprise management and consists of 5 steps, namely building trust and setting mutual development goals, lessons learned, actions and coaching, enhancing operational potential and organizational context adjustment, and building recognition and the dissemination of success.

3.4 SWOT Analysis

SWOT is a tool for assessing an organization's current position, helping management teams to determine the strengths and weaknesses within the internal environment and to analyze the potential for opportunities and threats from the external environment; the impact of various factors in the organization's operations is also considered. SWOT is a framework used to evaluate the current situation, for the executives to perceive the strengths, weaknesses, opportunities, and threats, of the organization. It helps the organization's management to determine the correct direction and never get lost via an analysis of the organization's environment (Seantong, 2008). There are two main parts to this analysis.

Internal Environment Analysis:

S denotes Strengths, referring to the strengths and distinctive points of the organization, determined from

internal factors which provide advantages; these arise from the internal environment within the organization, such as the strength of the marketing mix, financial strength, production strength, or human resource strength. It is essential for organizations to take advantage of their strengths in terms of generating and formulating strategic planning.

W denotes Weaknesses, referring to the defects or weakness derived from internal factors. These are problems or faults which have arisen from the internal environment within organization, and to which the organization must find solutions.

External Environment Analysis:

O denotes Opportunities, referring to any opportunities which may result from the external environment, facilitating or promoting the organization's operations. Opportunities differ from strengths in terms of the environment, as they are affected by external environmental factors and are largely out of the organization's control but can be manipulated or taken advantage of. Excellent executives are constantly looking for opportunities and taking advantage of them.

T denotes Threats, referring to obstacles in the external environment, which may cause limitations for the business. An executive must adjust their business strategies accordingly in an aim to eliminate any threats from the business operations.

4. RESEARCH METHOD

This research is a participatory action research, as a result everyone

plays an essential and equal role. In every step of the study procedure, there will be a focus on operations and performance to provide data for analysis, leading to reasonable decisions which can be applied in the enterprise's operations, as well as being used to develop a model for practical work. There are three sample groups of durian community enterprise used in this study of quality development: Community Enterprise of Ban Badoo Puteh Quality Development, Yala Agricultural Marketing Co-Operative Limited, and the Fruit Processing Group of the community enterprise in Bannang Sata district. Each sample enterprise has five important qualities. Firstly, the sample enterprises used in the research must be a part of the durian business involved in durian production. Secondly, the enterprise must consist of a group of businesses operated by farmers in Yala Province. Thirdly, the enterprise's objectives must be to improve the quality of farmers or the community. Forth, the community enterprise must be ready and willing to be a model or to transfer knowledge to other enterprises in the area. Finally, the enterprise directors must be ready to participate in research activities. The development process specifies five steps to the research plan. These include building trust and setting mutual development goals, lessons learned from the past and present; planning and innovation development; enhancing operational potential and organizational context adjustment; and expanding the results and knowledge publicity. Details of

each step are outlined below.

1. The step of building trust and setting mutual development goals features the following actions:

1.1 Exchange of knowledge and building trust. Field visits were undertaken to recommend the research project to potential enterprises, to get acquainted with groups of community enterprise leaders, to build mutual learning among the management of the community enterprise groups, and to challenge the enterprise operations until they developed trust in participating in the research. The main activity in this step was the exchange of opinions focusing on informal conversations between the research team and community enterprise groups applying unofficial meetings with both parties. The main focus of these meetings involved talking about the purpose of the research regarding the enhancement of the management of community enterprise groups, which was found to be a requirement of the groups. In addition, holding mutual opinions, led to meeting between the enterprise executive committee and the research team; here the aims of the collaborations were specified, and two issues were discussed: improving quality management and developing market strategies.

1.2 Analyze and specify the status of the community enterprise groups. The main activity consisted of a meeting of the executive committee to analyze the status of the community enterprise, including analysis of the factors that will affect and support

their work. Besides this, the research team led community leaders to participate in provincial activities, in order to learn about other groups in their province. Meetings were also carried out with both the private and government sectors, both inside and outside the province, leading to a conference of lessons learned for applying shared knowledge in specifying the status and goals for the community enterprise development.

1.3 Development of tools to improve management quality and provide marketing strategies for the community enterprises. The research team met to present about the status, requirements, and external factors affecting the scope of the action plan for each group; to design the activities for collaboration between the research team and community enterprise groups; and to initiate feedback to the experts, agency representatives, and the value chain members of Yala's durian enterprises.

2. Lessons learned. This step involved discussion among the community enterprise leaders and their members, in order to determine the best practice, solutions for current problems, and other member requirements. During this step actions were concentrated on discussion and exchange of ideas. Some meetings were held by the enterprise leaders as internal meetings, while others also involved the research team. Summary of the meetings demonstrated the analysis of strengths, weaknesses, opportunities, and obstacles, ultimately providing a strategic plan for community enterprise development,

and an analysis of the product market. Research activities included SWOT analysis, and the study and review of the group's products, as well as the market condition, and competition. These were generated through exchanges and discussion in the form of aesthetic style, storytelling, making an impression, and workshops.

3. Planning and innovation development. This step consisted of determining the approach for the community enterprise development plans and marketing strategy; providing a workshop for community enterprise leaders; field study and job training for work preparation; and probation in the community enterprise organization. Moreover, the research team participated in the consultation, inviting specialized experts to observe and provide advice to the enterprise group.

4. Developing operational potential and changing the organizational context. This step formed the early stages of the review and implementation of a development plan, via meeting, monitoring, and evaluating community enterprise leaders, carrying information to the workshops, in order to improve operations, reduce errors, improve the system, improve finances and the work of finance related personnel, review the development of the marketing strategy, study the market and cooperate with relevant sectors, and lastly, to create a network for product distribution and procurement.

5. Expanding the results and knowledge publicity. This step covered the process of evaluating the

development plans and marketing strategies, as well as summarizing best practices through the workshop's activities. Results of the workshops were used in the expansion, and for promoting the image of the community enterprise groups. Best practices were introduced and promoted among other interested community enterprises through various forms of knowledge transfer, providing proposals in both the government and private sector, to enhance the management of Yala's durian enterprises.

5. RESULTS AND DISCUSSION

1. The management system development of Yala's agro-community enterprise provides an approach for enhancing competitiveness, focusing on 3 issues:

1.1 Organizational structure. The three sample community enterprises in this study provide examples of organizational structure which were reviewed, revealing 3 key features which drove development:

1) Specifying the targets and roles of the community enterprise demonstrates that each sample enterprise has explicit targets and concretely defined roles. The target focus was community benefit.

2) The relationship structure within the organization comprises of 2 main forms, namely kinship relationships and representative relationships. Relations were continuously assessed under the concepts of admonition and performance evaluation.

3) In this research, it was found that the approach for implementation of the development of the community enterprise management system, focused on adjusting the form of consultation meetings, with an aim to reach explicit conclusions and operating guidelines.

1.2 Member management system development. The results of the study identify 3 features:

1) Member development leads to raising awareness within the community, clarification meetings, and participation in activities with various agencies.

2) Participation of members depends on the role of the organization members and the relationships within the group.

3) Guidelines for enhancing the quality of members. Adopting a mentoring system to expand the membership base builds learning within the members and allows for the development of a member welfare system.

1.3 Regarding management plan development, the research found differences in the approaches taken by the 3 community enterprise groups:

1.3.1 Regarding quality development, the Ban Batu Puteh Durian (Tharnto) community enterprise focused on "maintain quality, expand membership, sustain union", whereby the issue of management strategy consisted of 3 indicators. Firstly, the potential of leaders to take care of their members was evaluated using the average number of members per group and the rate of leader increase.

The second indicator was achievement of continuity in productivity and distribution from members to the group. The final indicator was the group's potential for creating an image and the collaboration between the government sector and partners for group management, which itself included four specified strategies. These included the leader's potential to develop the enterprise by adding to the number of members, strengthening member participation within the group, database system development and management, and enhancing the enterprise's image and corporate communication.

1.3.2 Yala Agricultural Marketing Co-Operative Limited, (Sor Kor Tor Yala) specified their group vision as "Develop members, increase productivity, start dividends", whereby the management strategy consisted of 3 indicators. The first indicator regarded the skills of managing durian purchasing points. This included having a durian sorting system, assessment of increases in the number of skilled workers, and the ability to open a durian purchasing and sorting point. The second indicator regarded the quality of durian released for distribution and was assessed by a progressive increase in the number of plantation improvements and the maintenance of quality durian plantations. The third indicator considered distribution channels, evaluated from the increase in the number of trading partners, covering three specific strategies consisting of the development of

skilled labor among the enterprise's human resources in terms of durian purchasing, the quality of durian, and market expansion.

1.3.3 Regarding the Fruit Processing Group community enterprise of Bannang Sata District, the study identified five strategies for enhancing the quality of group management. These consist of stock management and structure management of the community enterprise groups with an aim to clarify the joint stock of the members, to adjust the factory management system and production line system, to build the organization's image and communication publicity, financial and budget planning, and business alliance with agriculturists.

2. The potential development of agro-community enterprise in terms of the related business operations in increasing the market share of durian, adopted the concept of integration between the supply chain and value chain and focused on 2 areas:

2.1 Product development and marketing strategy

2.1.1 Regarding the building of a new customer base, the research found that the three community enterprises of the sample had potential to build a new customer base. It is expected that in the opening of the durian market in 2019 the group's products will have increased sales volume. The group's original product analysis showed a possibility for expanding the customer base, finding that they were less focused on market surveys and only intended to conduct traditional marketing and trading with

existing partners for a long period of time. Reviewing the market demand found that customer groups in the durian market have increased significantly and there are opportunities to negotiate the conditions for business collaboration. Three strategies for creating new markets for community enterprises were identified; these included disseminating the results of the community enterprises, visiting and negotiating business with new customers, and creating new marketing communication channels through social media. By operating in accordance with these three strategies, it is possible to get information about the needs of partners and consumers in each group, as well as the needs for purchasing products and seeking business cooperation channels, sending the results of the group's products to new customers. It was found that this strategy has been well received by customers. Most potential customers were confident in the productivity of the community enterprises and indicated their wishes to purchase the products. In addition, exchanging ideas of the signature characteristics that new customers were interested in, also occurred. This initiated a new product development approach among the community enterprises.

2.1.2 Regarding new product development, the research found that the form of distinct operations for developing new products is an important approach to value-added marketing for community enterprises in the durian business. Accordingly, at

the start of the research process, most community enterprise leaders were not interested in this matter, as they believed that the group was not deficient in comprehension of these matters and that there was a high risk to altering operations. Nevertheless, building joint learning between the research team and the community enterprise leaders created confidence. Over the past year, during the study, the development of new products has increased, along with the creation of a new product development plan for the following year.

2.1.3 Regarding related business operations, this important strategy which contributes to the stability of the businesses within the community enterprises, has guaranteed success in durian business operations according to the defined business plan, due to the fact that related businesses can help to strengthen competitiveness.

2.2 Enhancement of efficiency management

2.2.1 Specifying the organizational structure and decision making of the community enterprise was operated via job description analysis and analysis of the decision making of the community enterprise, specifically the direction of operating business, job redundancy, and the role of decision making in each step. This allows the leaders to identify any problems for redundancy or unclear job descriptions, resulting in adjusting the work of the community enterprise, and providing more obvious specifications in job descriptions. Improving and specifying a new structure, job descriptions, and

decision making in the organization, resulted in more effective work among employees in the product line system, as well as improving the ease of job tracking. Therefore, leaders have more confidence to present information instantly, while operators have clearer commands.

2.2.2 Enhancing the effectiveness of meetings is achieved through creating an ambiance of finding mutual decisions. This is an additional process from the unofficial meetings which form the traditional culture of community enterprise. Here the group's secretary performs the resolution at the end of the meeting, in order to make a clear function which can be effortlessly implemented through action and job tracking. The meeting's resolution is recorded using the mobile application LINE in a group accessible to all members.

2.2.3 Regarding accounting and financial systems, the study found that the research has stimulated the community enterprise leaders in terms of developing the accounting and financial system, improving their ability to take information to enhance their business operations. The aim of this action is to assist community enterprises in applying for credit support from financial institutions, particularly loans which may be provided for community enterprises. This implementation will help the enterprises to make precise business plans, improving their potential for investment and implementing risk reduction when taking their own savings. The implementation of the business plan, accounting adjustment,

and financial system implementation, might help the enterprise leaders to pay attention to the work system adjustment and the accounting system, not only allowing them to see profit and loss, but to identify the approaches which enhance effective productivity. This helps them to examine themselves and plan for their future. In particular, the importance of investment and the results obtained from it, lead to a clearer financial plan and more efficient monitoring mechanism. This is because the plan is presented to many parties, especially those from financial institutions.

2.2.4 Regarding risk management, it was found that the research provided risk management based on the community enterprise's business plan, allowing members to notice all aspects of the future picture and implement contingency planning accordingly. The operation of risk analysis helps the community enterprise to approve their business direction and reduce risks. Some actions have been adjusted in terms of the format of operations, due to the high chance of losses coming from the system, and the mechanisms of operation of the community enterprise itself, which do not come from external factors.

2.2.5 Regarding the building of participation and group work, the community enterprises have adopted various religious principles into group operations (Jamaah) encouraging their members. Lectures and opinion exchange between members was found to receive good feedback. In

addition, there were many other activities used to create participation in each community enterprise, such as meetings, home visits, member plantation visits, and designing a welfare system for members. It was found that several activities helped members to gain trust within their community enterprise groups. The community enterprises have achieved greater realization of the problems and needs of their members, as well as their operations, allowing them to improve overall stability in operations and membership.

2.2.6 Regarding the building of community enterprise networks, the research found that building cooperation between community enterprises is another factor enhancing the performance of the community enterprises. Opportunities for meetings between the leaders and workers leads to the exchange of knowledge and builds trust. Especially, when there is a discussion of the different business models between groups, this leads to the presentation of information regarding the overview of the durian business and creates a clearer future picture. The information provided by the platform of exchange among the community enterprises provides perspectives on improving the management and business conduct of the community enterprises.

6. DISCUSSION

1. A powerful community enterprise will begin with explicit goals for group integration leading to

a mutual feeling among the members and a direct organizational structure. To establish a quality monitoring system, channel communication within the organization must be accessible to all members. In terms of management, trust is an important factor, emphasizing the intentions of the working group leaders. This is due to the challenges of a successful community enterprise's operations, and also the members' expectations to see rapid increases in success, resulting in a need to provide regular revision of the management structure. Therefore, the system and mechanism of the organization can implement and drive the enterprise's purposes effectively. An explicit organizational structure results in reducing several operating costs, as well as creating a mechanism for controlling standards and the quality of production within the group. According to the study of Kraisanti and Khumsri (2016) specifying the target and the direction of duties and responsibilities according to the working structure leads to strengthening the community enterprises and reducing the costs of production. Most successful community enterprises are businesses adopting local resources, meaning that they work mainly with community participation. The present study found an explicit group target, in terms of improving the standard of living and productivity in the local community. Members believe that running a business will affect their standard of living, and also improve the community by forming a powerful community enterprise with sustaina-

ble business operations. This supports the study result of Sripong et al., (2016) which mentioned that the success of the business operations of community enterprises is based on the source of the adaptations of their raw materials. The results also support the recommendations of Chinnaphong (2019) who revealed that the operations of community enterprises must demonstrate their responsibility towards resources within the community, not creating conflicts, but creating community participation from all parties. In order to create member participation, it is necessary to adapt local raw materials to produce various products available in the community. Doing so also reduces operating costs and leads to fast and safe delivery.

2. Management is an important factor affecting the success of community enterprises. This includes management of members, generating good relationships between members of the group, specifying explicit roles, duties, and responsibilities, and setting up the rules and regulations according to the guidelines, as well as creating awareness among the group members. Successful work requires a team of members who collaborate effectively to achieve the specified aims and objectives. Many effective community enterprises have a significant character and members belong to the group, with generosity, help, and unity, being a part of their success. Good member management of a community enterprise includes the people, knowledge, capabilities, and wisdom, of the community and

their network, leading to an effective management system, sustainable self-sufficiency, and collaborative networks. Accordingly, in the study of Sangayothin (2017) the success factors of community enterprises included having members with a mutual understanding of their aims, cooperation with the public, and the requirement to implement the 5 morals of honesty, sacrifice, responsibility, mutual compassion, and trust, in enterprise operations. Strong leaders are honest, generous, diligent, and communicate well with their members, making it possible to encourage members continuously. Additionally, the associated study of Pholnil and Wongsarsri (2011), which studied knowledge management guidelines for development towards the sustainability of community enterprises in the North-East of Thailand, found that the approach of sustainable community enterprise development requires collaboration from development parties within the community, group participation, and working together, in order to determine the group guidelines and activities.

7. CONCLUSIONS

1. The system management of Yala's agro-community enterprise is working towards enhancing competitiveness and developing the organizational structure. The internal organizational relationship structure incorporates patterns of family and relationship organization. The member management system has been

developed by creating awareness within the community, clarification meetings, and participation in activities which involve several departments of members in every processes. The development plan for management includes developing leaders' potential in terms of taking care of the members, providing continuity of contributions to the group, and increasing competitiveness to create the enterprise's image and to work with government sectors and trading partners.

2. There is potential for the development of agro-community enterprise in conducting business for increasing the durian market share, adopting the concept of joint integration of the supply chain and value chain. Product development and marketing strategies have been implemented by expanding into a new customer base, developing new products, and operating related businesses. Enhancement of management efficiency has been applied through specification of the organizational structure and improved decision making among the community enterprises, enhancing effective meetings, developing accounting and financial systems, improving risk management, and in creating group participation and community enterprise networks.

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