BUSINESS SUCCESS FOR SUSTAINABILITY INDICATOR DEVELOPMENT OF ONE TAMBON ONE PRODUCT[†]

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Abstract

The objective of this research was to develop indicators and conduct a confirmatory factor analysis for successful sustainable business among OTOP product entrepreneurs, checking the agreement of the developed model with empirical data. The determination of the appropriate sample size for 1-5 star OTOP operators in 6 regions of Thailand was derived from a proportional stratified random sampling. It was determined that a sample group of 500 OTOP entrepreneurs would be suitable. A questionnaire was developed and used as a tool for data collection, while confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) were carried out by computer program and AMOS. The results showed that there were 9 indicators and 45 sub-elements for sustainable business success in the context of OTOP products. These indicators were ranked in order of importance to be the environment, communication, products, personnel, innovation, processes, price, knowledge, and leadership, respectively.

The model of indicators for sustainable business success among OTOP products was found to be in good agreement with the empirical data with the chi-square goodness of fit equal to 647.377, with degrees of freedom (*df*) = 637, $p = 0.379$, GFI = 0.95, CFI = 0.99, NFI = 0.96, TLI = 0.99, and RMSEA = 0.00.

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Keywords: Indicator Development, Business Success for Sustainability, One Tambon One Product

INTRODUCTION

The One Tambon One Product (OTOP) project is considered an important part of the foundation of the Thai economy. The project helps promote community businesses to be self-reliant, generating stable income for community members, and continuously improving the quality of life of the community. The project started in 2001 and has been implemented in all regions of Thailand. With the support of the government in the form of knowledge, technology, capital, management, and distribution channels with the community in both local and international markets (Department of Community Development, the Ministry of Interior, 2017).

It was generally determined that each community has at least one type of product based on local wisdom and resources for production. For communities with tourist attractions, the product should be developed to promote local arts, traditions, and culture, further promoting tourism in the community. These OTOP products generally provide a satisfactory income to the communities and are normally divided into 5 groups, namely 1. Food, 2. Beverages, 3. fabrics & clothing, 4. utensils, decorations & souvenirs, and 5. non-food herbs (Office of Local Wisdom and Community Enterprise, Department of Community Development, Ministry of Interior, 2019). At present, there are 23,650 OTOP entrepreneurs. OTOP business has continuously grown under the contest of fierce and rapid business competition. Factors that support the growth and efficiency of the business processes of OTOP community enterprises include the ability to apply digital technology in the areas of business management and resource allocation.

OTOP entrepreneurs should have management capabilities by having a comprehensive help agency. At the same time, they should provide important and necessary information that consumers can easily access. The offering of appropriate benefits and regulations must not be an obstacle to entrepreneurs. Also, entrepreneurs must use modern technology to help increase operational efficiency with knowledge and understanding of the business to keep up with the global situation and to enable OTOP products to compete internationally. Entrepreneurs must know the appropriate management methods suitable for promoting small and medium-sized enterprises in Thailand.

The main obstacles to the development of the marketing potential of OTOP product operators are the discontinuation of the evaluation of management efficiency, a lack of market understanding, a lack of cooperation within the OTOP network, a lack of operational capital, and continuous promotion which results in ineffective management (Khantichot and Rodyim, 2015).

Also, entrepreneurs lack the development of marketing knowledge, logos and packaging, new product differentiation, production efficiency, and preventive strategies, as well as skills in the identification of success among strategies already in operation (Dararuang, 2016).

Therefore, the marketing manager should provide training for relevant departments, offering knowledge to the team in developing the product model to have quality standards and expand distribution channels to increase opportunities for accessing consumers (Mukda, 2014).

The problem of OTOP operators is the discontinuity in the developments and control of business management for sustainable success. Moreover, review of the past literature did not reveal any research on the indicators of sustainable business success among OTOP product operators, which has resulted in an inability to follow up on operations towards sustainable development. Therefore, it is useful to study the indicators of sustainable business success among OTOP product entrepreneurs by using the principle of Structural Equation Modeling according to the Confirmatory Factor Analysis (CFA) technique, by focusing on indicators that affect the sustainable business success of OTOP product entrepreneurs.

Purposes

1. To develop indicators of business success for the sustainability of OTOP products.
2. To perform confirmatory factor analysis of the indicators for the sustainable business success of OTOP product entrepreneurs.

LITERATURE REVIEW

Sustainable

Sustainability is a development aimed at meeting the needs of today's people, whilst also taking into account the needs of future generations. (Imperatives Strategic, 1987) At the same time, sustainable development innovation refers to sustaining the human race, through consideration of production processes and economic viability. It also refers to the preservation of natural capital (Costanza, Daly, & Bartholomew, 1991), and the ability to restore the environment (Hueting, Bosch, & DeBoer, 1992). Singh et al. (2017) cited that the concept of sustainability could offer an opportunity to expand into new business channels that business owners should promote (Dyllick & Muff, 2016). Schaltegger, et al. (2016) said that organizational leaders should have a new management process or framework, in the operating system to be used in their administration, to generate profit and generate long-term growth. Furthermore, sustainability requires the ability to organize new business processes and practices to meet the needs of customers and stakeholders (Feiock, Portney, Bae, & Berry, 2014).

Due to the above discussion, sustainable business practice is

regarded as protecting business value by creating long-term value inheritable by the next generation. Therefore, the business owner must have an integrated management system between the organization's leader, personnel, operators, and production processes, which recognizes customers and other stakeholders.

Innovation

Innovation that affects sustainability incorporates innovation in working practices, where mutual aid is respected, and business operations occur at the full capacity of the business leaders. At the same time, innovation may refer to two-way communication, enhancing collaboration, and understanding of the organization, generating a corporate culture (Wang et al., 2019). A business model of innovation has been adopted and holds the focus in both academic research and business operations. Changing business models for this approach is fundamental to creating innovation for sustainability (Evans et al., 2017). Creating sustainability in business innovation, creativity, and innovation, plays a very important role (Hall & Wagner, 2012). Innovation for sustainability refers to innovation in technology, operating processes, business models, and thought systems, which can lead to more sustainable outcomes (Lenssen et al., 2013). Research from different fields (e.g. Sociology, Economy, Innovation, History, Education, and Technology) has sought to explain a model of innovation for sustainable business management from various perspectives. Innovation for sustainability requires integrative thinking and redefining business characteristics such as stakeholder relationships, knowledge management, leadership, and corporate culture (Adams, 2012). Schaltegger and Wagner (2011) reflect that innovation in sustainability contains real and significant improvements, developing superior manufacturing processes, products, and services, by using strong marketing, and social or political influences. Stubbs and Cocklin (2008) emphasized that innovative, sustainable business models could be either ad hoc and non-systematic or follow conventional systematics.

From the above comments, it can be concluded that innovation for sustainability involves the integration of resources in the organization to create value in terms of organizational leaders, production processes, marketing, and creating a common corporate culture. Thus, the following research hypothesis is proposed.

H1: Innovation has a positive and significant influence on sustainability.

Knowledge

Knowledge is essential to all organizations. Knowledge is one of the factors affecting the success of a business organization, where employees who have been equipped

with the necessary and correct type of information will give the organization a better competitive advantage than its competitors (Han and Anantatmula, 2007). Knowledge is defined in many different ways in the academic literature. As argued by Scheepers et al. (2004) knowledge has the potential to influence action, while Nielsen et al. (2007) defined knowledge as capability. In addition, knowledge can also be distinguished from data, information, and wisdom (Greiner et al., 2007), with scholars like Schrettle et al. (2014, p.79) suggesting that "knowledge consists of information and know-how". Similarly, Bounfour (2003, p.926) has described knowledge management as "a set of procedures, infrastructures, technical and managerial tools, designed towards creating, sharing and leveraging information and knowledge within and around the organization".

This research aimed to study the knowledge of business owners regarding sustainability. Knowledge affects the sustainability of the business as an organization is constantly evolving according to the knowledge it has in hand. In addition, entrepreneurs or corporate leaders must be able to devote more time to education and planning for business expansion and growth (Hampel-Milagros et al., 2014; Wang et al., 2019). Therefore, the successor or CEO should have knowledge of the business and organization culture. Regarding CEO succession, a high education level has a significant positive interference effect, while low education has a significant negative interference effect (Martinez et al., 2020). Similarly, Alshanty and Emeagwail (2019) also proposed that high knowledge capability can create a firm with core competence in sustainable innovation. Henriquez et al., (2019) stated that the educational background of the entrepreneur has a massive impact on the sustainability of the business. Such education can be either business-related education or other educational qualifications. In order to sustain a business in a competitive market, experience should be one of the main concerns. A business owner lacking knowledge or experience carries the risk of making mistakes.

According to the above discussion, knowledge is one of the elements in doing business for efficiency and sustainability. Consequently, entrepreneurs must learn and devote time to continually developing themselves to run their businesses to be profitable and growing. The following hypothesis is presented accordingly.

H2: Knowledge has a positive and significant influence on sustainability.

Leadership and Sustainability

Organizational leaders play a key role in determining the direction and implementation of the organization's sustainability promotion measures. The trait of a successful leader requires training and development. On the other hand, some authors view leadership as a personal property that may reduce some employee behavior

defined two meanings of leadership as individual and participatory leadership. (Goleman, 1997; Wisser, 2011; Sagnak, 2016). Leaders are the key success factors of an organization able to lead the organization to growth and sustainability. Rothwell and Graber (2010) proposed the concept of competency assessment for leaders as follows: 1. Teamwork and Cooperation, 2. Building a Strategic Performance, 3. Self-Development and initiative, 4. Achieving quality results, 5. Coaching and Developing Competency, 6. Communication, 7. Valuing Diversity, 8. Customer Service, 9. Integrity and Building Trust, 10. Technical & Professional Knowledge, and 11. Leading. Similarly, SCG (2019) proposed the concept of case competency to include: 1. Personal Mastery, 2. Strategic Perspective, 3. Innovation, 4. Team Leadership, 5. Consulting Skill, 6. Achievement Oriented, 7. Adaptability, and 8. Language Literacy.

Based on the above review, leadership is a managerial attribute critical to the performance and success of an organization. Thus, the following research hypothesis is proposed.

H3: Leadership has a positive and significant influence on sustainability.

Marketing, Environment and Sustainability

Marketing has continually evolved with business operations. Evolution of marketing has been discussed through the five concepts of production, products, selling, marketing, and societal marketing (Kumara, Rahmanb, Kazmic and Goyald, 2012). At the same time, sustainability in the field of marketing has been studied through different perspectives. Some authors have focused on environmental or green sustainability, or other social issues. However, sustainability has three dimensions; as discussed earlier, these are environmental, social, and economic. Previous studies have assessed and analyzed environmental issues or environmental marketing strategies (Polonsky, 1995; Aragon-Correa, 1998; Buysse and Verbeke, 2003; Camino 2007; Fraj- Andres, 2008), but few studies have developed the link between business sustainability and marketing strategy. Therefore, this study focuses on the conceptual marketing strategies (Kotler, 1997) that affect the sustainability of a business. Kotler (1997) studied marketing strategies, developing this concept into the service marketing 7P's by defining the meaning of service marketing as 1. Product, 2. Price, 3. Place, 4. Promotion or Communication, 5. People or Personnel, 6. Physical Evidence or Environment, and 7. Process.

1. Product: Product refers to what is made by the business in response to the needs and wants of the customer. The consumer will receive benefit and value from the products which can be classified into two types, namely tangible products, and intangible products.

2. Price: Price refers to the value of the product in monetary terms. The customer will compare the value of the product with the price. If the value is greater than the price, the customer will buy the product. Pricing of a product must be at an available level with the value of the product which can be easily differentiated for different classes of product.

3. Place: The place of sales refers to activities that deal with the atmosphere and environment in which the service or product are offered to the customers. The place of sales influences the customer's perception of the value and benefit of the service or product offered. Choosing a suitable place for sales requires consideration of location and distribution channels.

4. Promotion or Communication: Promotion is a tool for communication regarding the service or product with the purpose of informing and offering incentives to influence the attitudes and behavior of the customers. It is key to the marketing relationship.

5. People or Personnel: The people or employees on an organization must be recruited and trained in suggestive and persuasive sales, such that they are capable of satisfying the customers better than competitors. Building a good relationship between salespersons and customers requires skilled salespersons who are observant and who can respond, initiate, solve problems, and build organizational values.

6. Physical Evidence or Environment: Physical evidence, environment, or presentation, all involve the physical display presented to customers which helps customers to appreciate the service or the product. This implies the creation of overall quality both physically and in the form of services, generating a good image for the customer, such as cleanliness, a tidy dress code, good manners, and prompt service, as well as other actions and features which have benefits for the customer.

7. Process: Process refers to the activities carried out in delivering the product or service to the customer. This involves the methodology and operations of the service offered and incorporates the concepts of prompt and satisfying service.

The seven features of marketing previously discussed are important for the formulation of marketing business strategies. These features must be administered in the correct proposition suitable for the business and industry, which may differ appreciably between different businesses. In addition, this field of research focuses on environmental product manufacturing, such as eco-conscious packaging. Thus, the following research hypotheses are proposed.

H4: Product has a positive and significant influence on sustainability.

H5: Price has a positive and significant influence on sustainability.

H6: Communication has a positive and significant influence on sustainability.

H7: Personnel has a positive and significant influence on sustainability.

H8: Process has a positive and

significant influence on sustainability.

H9: Environment has a positive and significant influence on sustainability.

From review of the theories and research related to the indicators of sustainable business success among OTOP operators, a model for sustainable business success was developed using indicators applicable to OTOP entrepreneurs. At present OTOP entrepreneurs are faced with the problems of development discontinuity and management, contrasting with sustainable success. According to the literature review, research on indicators for sustainable business success among OTOP businesses has not been found. It is hoped that the obtained indicators will be useful to OTOP operators, enabling them to monitor business as shown in figure 1.

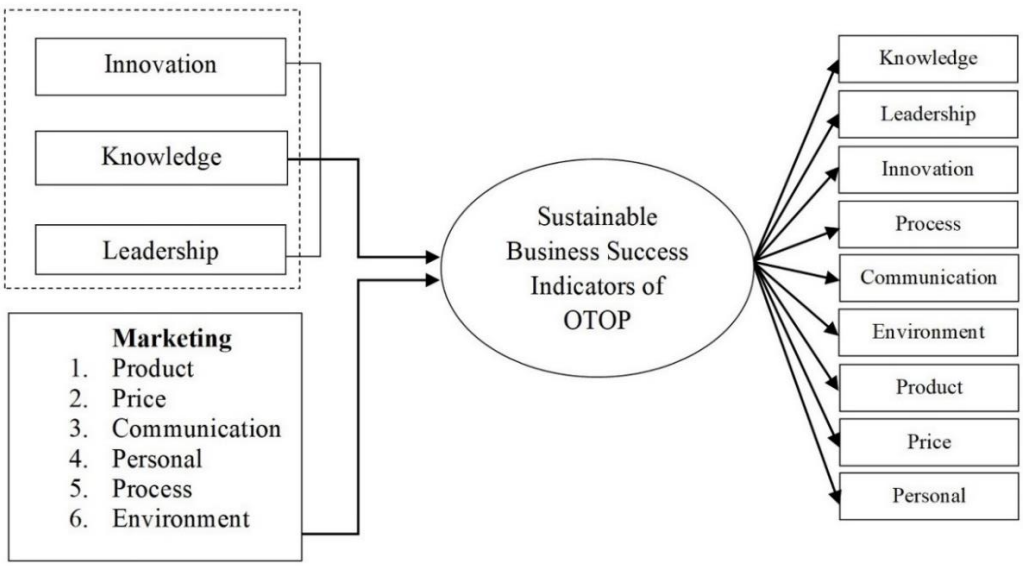


Figure 1 The Conceptual Framework for the Research, including Indicators of Sustainable Business Success among OTOP businesses

Table 1 Operationalization of variables

Variables	Operationalization of variables	Reference scale
OTOP Sustainable	OTOP Sustainable	Thompson (2017)
Innovation	Innovation scale (5 items in total)	Every (2012), Wang, Y, et al. (2019)
Knowledge	Knowledge (5 items in total)	Hampel-Milagros et al. (2015), Wang, Y, et al. (2019)

Table 1 Operationalization of variables (Continued)

Variables	Operationalization of variables	Reference scale
Leadership	Leadership (5 items in total)	Walsh et al. (2009), Wang, Y, et al. (2019)
Process	Process (5 items in total)	Kotler (1997)
Environment	Environment (5 items in total)	
Communication	Communication (5 items in total)	
Product	Product (5 items in total)	
Price	Price (5 items in total)	
Personnel	Personal (5 items in total)	

Table 2: Proportional Stratified Random Sampling

Region	Population	Sample
Central region	11,701	172
North	4,718	69
Eastern	1,984	29
Northeast region	10,292	151
Western region	1,812	27
Southern region	3,514	52
Total	34,021	500

METHODOLOGY

Population and sample

The population encompasses all OTOP product operators in the One Tambon One Product project. Data were collected from the total population of 34,021 people across 6 regions of Thailand: the northern region (4,718 people), central region (11,701 people), eastern region (1,984 people), northeastern region (10,292 people), western region (1,812 people), and southern region (3,514 people). From this population, 500 OTOP operators were selected according to proportional stratified random sampling (Office of Local Wisdom and Community Enterprise, Department of Community Development, Ministry of Interior, 2019). Data were collected from operators who were manufacturers of OTOP products in different regions of Thailand, with members of this sample group being OTOP entrepreneurs of 1-5 star level from any of the 6 regions of Thailand.

Sampling

A random sampling by stratified proportion method was used,

following the Proportional Stratified Random Sampling technique described by Schumacker and Lomax (2010). In this method, the analysis of a structural equation model should have a minimum sample of 400 people from the population studied. In this study a sample of 500 people was selected to represent the population. Such a sample is suitable for reference and reliability, as well as reducing the variances from the analysis in this research according to the criteria specified in Table 2.

Research Tools

The research tools were developed according to the following steps: 1. Review the relevant theoretical concepts, 2. Create hypotheses, 3. Define Technology, and 4. Create the questionnaire based on the theory using questions developed by other researchers. The tool used in this research was an online questionnaire of sustainability indicators for the entrepreneurs of OTOP products. The questionnaire was divided into two parts as follows:

Part 1: General information, consisting of 7 questions.

Part 2: Knowledge, Leadership, Innovation, Product, Process, Communication, Environment, Price and Personnel, totaling 45 questions.

The questionnaire utilized a Likert-type scale, by which respondents were required to consider how well the text matches their opinions or feelings. The questions all followed a rating scale of 5 levels as suggested in Best and Kanh (2006, p.34).

The questionnaire was submitted to five experts to check against the Item Content Validity Index (I-CVI). Following this, the questionnaire was improved according to the suggestions of the experts (Ayze and Scally, 2014). After passing this initial evaluation by experts, the questionnaire was pilot-tested with a small sample of 30 people from the study population who were not in the main sample. From this, the reliability and internal consistency of the questionnaire could be tested by determining the Cronbach's Alpha

Table 3 Pilot-testing Test Results (Reliability)

Variable	Reliability	N of Items	Individual Discrimination	Result
Knowledge	.96	5	.68 - .85	Pass
Leadership	.80	5	.17 - .71	Pass
Innovation	.98	5	.73 – 96	Pass
Process	.99	5	.88 - .98	Pass
Product	.95	5	.63 - .95	Pass
Communication	.90	5	.58 - .83	Pass
Environment	.96	5	.77 - .94	Pass
Price	.89	5	.58 - .83	Pass
Personal	.96	5	.81 - .90	Pass

Coefficient, which is recommended to be at least 0.80. The result of the reliability test using a computer program was 0.98 which can be deemed very good and indicates that the questionnaire was fit for data collection. The questions were selected based on the Corrected Item Total Correlation value being greater than 0.2 as shown in Table 3.

The questionnaire was then submitted to the Board of Ethics for Human Research of the College of Research Methodology and Cognitive Science, Burapha University to protect the rights of the respondents and was certified for research use on December 24, 2019.

Data collection

The researcher personally collected the data from 6 regions of Thailand, with all respondents being OTOP entrepreneurs. A total of 500 copies of the questionnaire were answered in full and returned (100%).

Data analysis

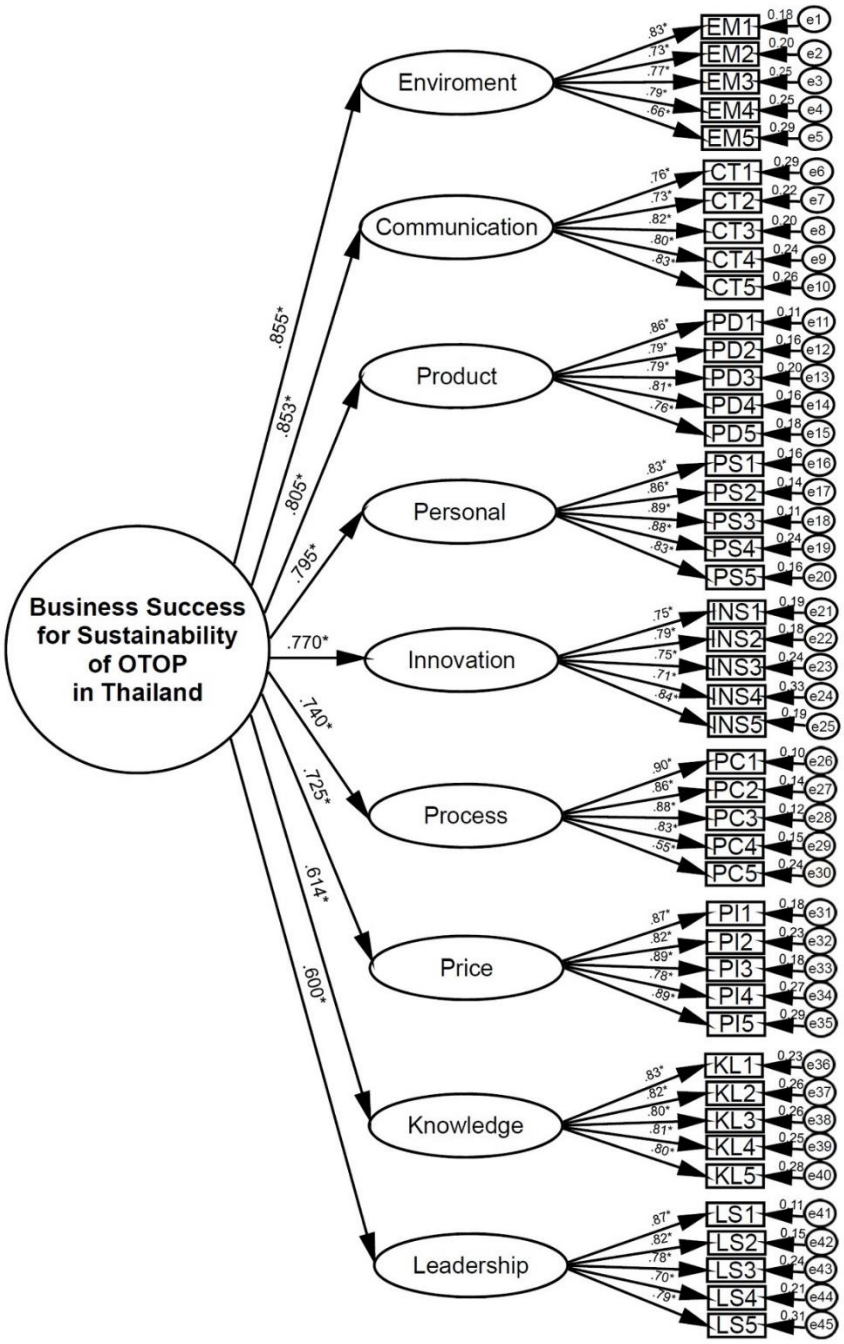
A computer program was used for basic statistical analysis and the consistency analysis of the developed structural equation model with the empirical data. The AMOS program (Arbuckle & Wothke, 1999) was used for the Confirmatory Factor Analysis (CFA) and Exploratory Factor Analysis (EFA).

Results

The confirmatory factor analysis for the OTOP products' sustainability consisted of 9 elements, with 45 variables described as sub-elements. The weight component of the sub-element variables had positive values between .85 and .60 with statistical significance at the level of 0.05. These results show that all 45 sub-element variables were critical to sustainable business success. The composition can be arranged by the composition weight values with Environment and Communication showing the highest weight values (both 0.85), followed by Product (0.80), Personnel (0.79), Innovation (0.77), Process (0.74), Price (0.73), Knowledge (0.61) and Leadership (0.60).

The analysis results show that Environmental elements are most important in describing the sustainable business success of the OTOP product operators, while the Leadership components have the least weight.

The model of indicators for sustainable business success for OTOP product entrepreneurs was consistent with the empirical data: The chi-square goodness of fit equals = 647.377, degrees of freedom (df) = 637, p = .379, GFI = .95, CFI = .99, NFI = .96, TLI = .99, RMSEA = .00. (Hair et al., 2013), as shown in Table 4.



χ^2 = 647.377, *df*= 637, *p* = .379, GFI = .95, CFI = .99, NFI = .96, TLI = .99, RMSEA = .00

Figure 2: Confirmatory Factor Analysis of the model of indicators for the sustainable business success of OTOP product operators

Table 4: The results of the Confirmatory Factor Analysis of the indicators for the sustainable business success of OTOP product operators.

The element indicators for sustainable business success of operators of OTOP products	Factor loading
Environment	.855*
Communication	.853*
Product	.805*
Personnel	.795*
Innovation	.770*
Process	.740*
Price	.725*
Knowledge	.614*
Leadership	.600*

χ^2 = 647.377, *df*= 637, *p* = .379, GFI = .95, CFI = .99, NFI = .96, TLI = .99, RMSEA = .00

Note: **p* < .05

Table 5: Confirmatory Factor Analysis and Exploratory Factor Analysis

Confirmatory factor analysis: CFA				**Exploratory factor analysis: EFA**			
Factors (Indicators)	***β***	SE	R^2	Factors (Sub-elements)	***β***	SE	R^2
Environment	.855*	0.108	0.731**	1. Product details are clear. (EM1)	.836*	0.096	0.753**
				2. Continued with the distribution of OTOP products. (EM2)	.732*	0.096	0.513**
				3. There is a system to monitor every step of the operation. (EM3)	.770*	0.091	0.570**
				4.Eco-conscious packaging (EM4)	.799*	0.097	0.585**
				5. The packaging reflects the uniqueness of the OTOP product. (EM5)	.669*	0.669	0.427**
Communication	.853*	0.110	0.728**	1.Special offers are added for customers who purchase/continue using the service. (CT1)	.760*	0.096	0.753**
				2. Special offers have been added for large groups of customers who buy in large quantities. (CT2)	730*	0.096	0.513**
				3. Problems are given suggestions or resolved promptly. (CT3)	.823*	0.091	0.570**
				4. Short-term training is provided to groups interested in product issues. (CT4)	.805*	0.097	0.585**
				5. There is an introduction to the consumption of OTOP products. (CT5)	.836*	0.836	0.427**

Table 5: Confirmatory Factor Analysis and Exploratory Factor Analysis (Continued)

Confirmatory factor analysis: CFA				**Exploratory factor analysis: EFA**			
Factors (Indicators)	β	SE	R^2	Factors (Sub-elements)	β	SE	R^2
Product	.805*	0.085	0.648**	1. OTOP products can create the impression that consumers keep coming back for more. (PD1)	.836*	0.048	0.752**
				2. OTOP products have a systematic and standardized production process. (PD2)	.797*	0.052	0.597**
				3. OTOP products have a wide variety of options suitable for different consumer groups. (PD3)	.793*	0.061	0.630**
				4. OTOP products are developed regularly according to the era. (PD4)	.818*	0.054	0.617**
				5. OTOP products are attractive, leading consumers to find a place to buy them. (PD5)	.767*	0.767	0.653**
Personnel	.795*	0.095	.633**	1. The working team has a good knowledge of the details of the product. (PS1)	.834*	0.046	0.776**
				2. The working team has the expertise to work (PS2)	.867*	0.045	0.778**
				3. Teamwork can help to solve problems quickly. (PS3)	.897*	0.045	0.789**
				4. The working team can help to recommend products that meet the needs of customers. (PS4)	.889*	0.050	0.638**
				5. The working team has a good understanding of the product. (PS5)	.834*	0.834	0.672**
Innovation Sustainability	.770*	0.088	0.590**	1. There is assistance in working with each other (INS1)	.757*	0.058	0.717**
				2. There is mutual respect. (INS2)	.792*	0.051	0.599**
				3. Fully capable of conducting business operations in the direction of corporate leaders (INS3)	.754*	0.057	0.606**
				4. Have regular communication with outsiders to build partnerships (INS4)	.713*	0.060	0.539**
				5. Understand and able to build a corporate culture together (INS5)	.845*	0.845	0.650**
Process	.740*	0.099	.543**	1. There is ease of payment. (PC1)	.900*	0.042	0.640**
				2. The processes are easy to coordinate. (PC2)	.868*	0.054	0.880**
				3. There is convenience in ordering. (PC3)	.885*	0.047	0.705**

Table 5: Confirmatory Factor Analysis and Exploratory Factor Analysis (Continued)

Confirmatory factor analysis: CFA				**Exploratory factor analysis: EFA**			
Factors (Indicators)	β	SE	R^2	Factors (Sub-elements)	β	SE	R^2
				4. There is an easy communicate process. (PC4)	.836*	0.045	0.722**
				5. There is a systematic trading process. (PC5)	.553*	0.553	0.682**
Price	.725*	0.120	.525**	1.The product price is reasonable, not too high / lower than the market (PI1)	.877*	0.078	0.836**
				2. There are easy and convenient payment channels (PI2)	.828*	0.082	0.660**
				3. The purchasing process for OTOP products is simple and easy. (PI3)	.899*	0.079	0.844**
				4. There are souvenirs for customers who pay on time. (PI4)	.782*	0.077	0.609**
				5. There are special discounts for customers who pay on time. (PI5)	.897*	0.897	0.499**
Knowledge	.614*	0.025	0.376**	1. Knowledge and competencies are continuously developed. (KL1)	.837*	0.047	0.783**
				2. Having the ability to run a business professionally. (KL2)	.827*	0.048	0.700**
				3. Having the ability to devote time to education for running a business. (KL3)	.809*	0.049	0.611**
				4. Having the ability to expand the business for continual growth. (KL4)	.817*	0.050	0.662**
				5. Comprehensive business control covers all areas. (KL)	.808*	0.080	0.660**
Leadership	.600*	0.075	0.358**	1. Pride and readiness for leadership in the course of business succession (LS1)	.871*	0.230	0.805**
				2. Having the intention for keeping the business alive (LS2)	.821*	0.204	0.649**
				3. Willingness to give the business to future generations for continued operation (LS3)	.789*	0.216	0.605**
				4. Having confidence that family members will be able to manage the business effectively so that selling the business to outsiders is not considered (LS4)	.705*	0.236	0.349**
				5. Flexibility in the team intended to inherit the business. (LS5)	.795*	0.795	0.166**
$\chi^2 = 647.377$ *df*= 637, *p* = .379, GFI = .95, CFI = .99, NFI = .96, TLI = .99, RMSEA = .00							

CONCLUSION AND DISCUSSION

In conclusion, this study has both theoretical and practical implications. From a theoretical perspective, the study contributes to tourism marketing literature by providing a holistic view.

Achieving sustainability for OTOP products in Thailand, in the era of the technology-minded digital economy will depend upon various factors, which can be sorted by their weight values, from most influential to least influential, as Environment, Communication, Product, Personnel, Innovation, Process, Price, Knowledge, and Leadership respectively. The above indicators have sub-elements as follows:

1. Environment

The study showed that the top indicator contributing to the sustainable business success of OTOP entrepreneurs was the environment. This indictor consists of 5 sub-element variables: 1. Product details are clear, 2. Continued with the distribution of OTOP products, 3. There is a system to monitor every step of the operation, 4. Eco-conscious packaging, and 5. The packaging reflects the uniqueness of the OTOP product. These factors are consistent with the studies of Wiset (2012), Lee (2016), and Sanprasit (2017).

2. Communication

The results of the analysis revealed that the next indicator contributing to the sustainable business success of OTOP operators was communication, which has five sub-element variables: 1. Special offers are given to customers who purchase or continue using the service. 2. Special offers are given to large groups of customers who buy in large quantities. 3. Problems are given suggestions or resolved promptly. 4. Short-term training is provided to groups interested in product issues, and 5. There is an introduction to the consumption of OTOP products. The above findings are consistent with the studies of Chaemchanchanok (2011), Ahmad & Abdulkarim (2019), and Makmee & Chiv (2021).

3. Product

The study showed that the next indicator that affects the sustainable business success of OTOP operators is Product. This indicator consists of 5 sub-element variables: 1. OTOP products can create an impression so that consumers keep coming back for more, 2. OTOP products have a systematic and standardized production process, 3. OTOP products have a wide variety of options suitable for different consumer groups, 4. OTOP products are developed regularly according to the era, and 5. OTOP products are attractive, leading consumers to find a place to buy them. This is consistent with the studies of Wiset (2012), Lee (2016), and Sanprasit (2017).

4. People

The study showed that the next indicator affecting the sustainable business success of OTOP

entrepreneurs is personnel. This indicator was also measured from five sub-element variables: 1. The working team has good knowledge of the details of the product, 2. The working team has the expertise to work, 3. Teamwork can help to solve problems quickly. 4. The working team can help to recommend products that meet the needs of customers, and 5. The working team has a good understanding of the product. These factors are consistent with the studies of Kantabutra (2016), Sanprasit (2017), Ahmad & Abdulkarim (2019), and Makmee & Chiv (2021

5. Innovation sustainability

The results found that the next indicator contributing to the sustainable business success of OTOP entrepreneurs was Innovation Sustainability. This indictor was measured from 5 sub-element variables: 1. There is assistance in working with each other, 2. There is mutual respect. 3. Fully capable of conducting business operations in the direction of corporate leaders, 4. Have regular communication with outsiders to build partnerships, and 5. Understand and able to build a corporate culture together. The above-mentioned sub-elements are consistent with the studies of Petchrak & Jangraksakul (2015), Phongwiritthon (2015), Kanthabutra (2016), Ahmad et al. (2019), and Makmee (2021).

6. Processes

The results of the study revealed that the next indicator contributing to the sustainable business success of OTOP operators was processes. This indicator was measured by 5 sub-element variables: 1. There is quick payment, 2. The processes are easy to coordinate, 3. There is convenience in ordering, 4. There is easy communication, and 5. There is a systematic trading process. This result is consistent with the studies of Sofian & Dumitru (2017), and Kaewchuer et al. (2019).

7. Price

The study found that the next indicator contributing to the sustainable business success of OTOP operators was price. This indicator consists of 5 sub-element variables: 1 The product price is reasonable, not too high / lower than the market, 2. There are easy and convenient payment channels, 3. The purchasing process for OTOP products is simple and easy, 4. There are souvenirs for customers who pay on time, and 5. There are special discounts for customers who pay on time. These factors are consistent with the studies of Sanprasit (2017), and Kaewchuer et al. (2019).

8. Knowledge

The study found that the next indicator affecting the sustainable business success of OTOP operators was Knowledge. This indictor was measured from five sub-element variables: 1. Knowledge is continually developed, 2. Having the ability to run a business professionally, 3. Having the ability to devote time to education for running a

business, 4. Having the ability to expand the business for continual growth, and 5. Comprehensive business control covers all areas. This is consistent with the studies of Kumar & Yen (2006), and Hock-Doepgen et al. (2020).

9. Leadership

The results of the study found that the least influential indicator contributing to the sustainable business success of OTOP entrepreneurs was leadership. This indictor was measured from five sub-element variables: 1. Pride and readiness for leadership in the course of business succession, 2. Having the intention for keeping the business alive, 3. Willingness to give the business to future generations for continued operation, 4. Having confidence that family members will be able to manage the business effectively so that selling the business to outsiders is not considered, and 5. Flexibility in the team intended to inherit the business. The above-mentioned features are consistent with the studies of Rose et al. (2006) and Keavatana (2015).

While checking the agreement of the developed model with the empirical data it was found that the model of indicators for the sustainable business success of OTOP products was in good agreement with the empirical data, with a chi-square goodness of fit equal to 647.377, and degrees of freedom (*df*) = 637, *p* = .379, GFI = .95, CFI = .99, NFI = .96, TLI = .99, RMSEA= .00.

RECOMMENDATIONS

Therefore, OTOP operators should continually enhance their knowledge in products, marketing, and teamwork, including management of their physical resources such as packing materials. One important aspect which entrepreneurs should pay attention to is environmentally friendly packaging. In addition, new innovations, as well as current products should be kept in line with consumer needs, while culture is also important for operators to focus on.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This research focuses on the development of indicators for the sustainable success of OTOP enterprises. This study aimed to create a database for the development framework for assessing the success of OTOP enterprises in Thailand. Further research should utilize a combination of methods. The Delphi technique could be used to obtain information from experts in promoting OTOP operators in Thailand. This technique takes into account various issues that entrepreneurs should develop and/or promote in order to achieve sustainable long-term success.

Intended future research includes the development of an evaluation framework using the Delphi technique in order to obtain opinions from a large number of experts assisted by statistical methods. Processing of

such data will improve the reliability of the information in order for the gathered information to be used more efficiently.

Development of an online assessment program for operators, OTOP products, and related entities will also make it possible to assess indicators for sustainable success online at any time. This program will guide the business development of OTOP entrepreneurs and stakeholders.

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