

THE VALUE-ADDED PRODUCT OF COMMUNITY ENTERPRISE ACCORDING TO SUFFICIENCY ECONOMY TOWARD SUSTAINABLE DEVELOPMENT OF ENTREPRENEURS

Chansuchai P.*

Abstract: The objectives of this research were the studying of factors which effecting to the achievement of community enterprise management. The improvement of platforms in administrative management, the standard of product, packaging, distribution channel for community enterprise's product. The creation of community enterprise product's identity according to the cluster administrative management and the increasing of profits and sustainable revenues for community enterprise in Ranong province. The research was the combination of qualitative and quantitative research methodologies. The sampling derived from community enterprises in Ranong province from 5 districts which are Muang district, La-Aoon district, Ka-per district, Kra-buri district and Sooksumran district. The respondents had totally 400 persons. The instrument used for collecting data was questionnaires, and for statistical analysis was structural equation modelling: SEM. The findings of this research have explored that the effectiveness of community enterprise management has been related to empirical data. There were two effecting aspects which were 1) the market factors of community enterprise and 2) the administrative management model of community enterprise.

Keywords: Community enterprise, value-added product, model of administrative management, market factors, effectiveness

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Introduction

The community enterprise basically established from the trend of community economic or the continually and systematically further improvement of self-sufficient economic. The "community enterprise" has conceptual thought of community's dependence rather than realization of community's profits. They cluster community's activities from what they were practiced, not a single activity aimed to mass market. And there are the systematic management of production based on daily life consumption for such as rice, pigs, ducks, chicken, vegetables, fruits, hair shampoo, soap, dishes washing and so on which they can easily produce. Furthermore, it is a new economic system management for the certainty of community base. The community enterprise, so that, is generally economic which supporting employment and advantage to community. It would be trends of community's income distribution and social problems reduction. At present, the

* **Pichamon Chansuchai**, Faculty of Management Science Suan Sunandha Rajabhat University Thailand

✉ corresponding author: pichamon.ch@ssru.ac.th

community enterprise is a community business which many local communities are very interested in. Refer to the number of registered community enterprises approvals in nationwide, shown in summary report on 30 June 2018 that there are totally 86,611 communities with members as 1,490,588 persons. The previous literature such as Hayter (2016) and Marshall, McCarthy, McGrath, and Claudy (2015) mentioned in their study that less attention has been paid by the previous literature on entrepreneurial sustainability development and suggested that entrepreneurial sustainability development needs to explore further (Joshi & Bhargava, 2019; Szczepańska-Woszczyna & Kurowska-Pysz, 2016). Thus, to fill the existing gap this study investigate the entrepreneurial sustainability development in the Ranong province of Thailand.

Literature Review

From the research of Department of Agriculture Extension, found that many community enterprises still had problems and obstacles in their management such as marketing problem, the most problem which communities were encountered with and caused by unavailingly market access expansion. Some of community enterprises had to compete with large competitive companies. The financial and accounting problems, such as lacking of investment fund, cash flow, unstable of accounting system. Along with the administrative management problems, for example, incoordination of community activities attendances, untrustworthy of group leader, lacking of product development in a row, inapplicable information technology for operation both in public relations and in accounting management (Sakolnakorn & Sungkharat, 2014). In addition, one of the foremost element in the success of the community enterprises is the development of business entrepreneur (Varady, Kleinhans, & Van Ham, 2017; Belás & Sopková, 2016). Moreover, positive nexus among the success of the community enterprises and the development of business entrepreneur (Kleinhans, 2017). Furthermore, as for as the development of business entrepreneur increases the success of the community enterprises also increases and vice versa (Vestrum, Rasmussen, & Carter, 2017). Thus, on the basis of all previous literature, it is exposed that the development of business entrepreneur enhance the success of the community enterprises and this study also develop the following hypothesis:

H1: The development of entrepreneur's business competency has positive nexus with success model for community enterprise in Thailand.

A study by Salim and Sulaiman (2011) with title of the influence of marketing orientation on Thai Small and Medium Enterprises performance. The findings shown that the growth of SMEs slow down since economic and politic problems of our country were not stable, get along with the changing of consumer's behaviour and the high competition in domestic and oversea market. Moreover, the overall outcome of business effected directly and indirectly from the promoting of both government and private sectors more than the SMEs performance. The market-

based product development and marketing promotions for certain the success of business administration, the entrepreneurs had to focus on 1) the development of entrepreneur's business competency. 2) the product development in order to have itself identity for serving customer's needs and making the product positioning in market. And 3) the support for mighty business, including marketing promotions activities. For government and private sectors, they need to 1) give prolonged support to SMEs and 2) let all types of business to have chances for receiving their services equally (Jonjoubsong, 2008). In addition, one of the foremost element in the success of the community enterprises is the product development (Ngo, Lohmann, & Hales, 2018). Moreover, positive nexus among the success of the community enterprises and the product development (Dodds, Ali, & Galaski, 2018). Furthermore, as for as the product development increases the success of the community enterprises also increases and vice versa (Mtapuri & Giampiccoli, 2016). Thus, on the basis of all previous literature, it is exposed that the product development enhance the success of the community enterprises and this study also develop the following hypothesis:

H2: The product development has positive nexus with success model for community enterprise in Thailand.

Phonsuwan and Kachitvichyanukul (2011), their research focused on the study of the success model for community enterprise in Thailand. They found that success model for community enterprise related to empirical data composed of 3 dimensions which were 1) the condition of changing leader 2) the knowledge management and 3) the organization's culture. In addition, one of the foremost element in the success of the community enterprises is the support for mighty business (Debor, 2018). Moreover, positive nexus among the success of the community enterprises and the support for mighty business (Andriate & Fink, 2017). Furthermore, as for as the support for mighty business increases the success of the community enterprises also increases and vice versa (Favre, 2017). Thus, on the basis of all previous literature, it is exposed that the support for mighty business enhance the success of the community enterprises and this study also develop the following hypothesis:

H3: The support for mighty business has positive nexus with success model for community enterprise in Thailand.

Methodology

The methodologies for this research discussion were empirical study and literature review. The scope of this study covering factors effecting to the achievement of community enterprise management. The data was collected from the managers of community enterprises of capital city in Thailand. Five-point likert scale questionnaire was used. Around 500 questionnaires were distributed out them only 350 questionnaires were return back that is approximately 70 percent response rate.

Findings

The findings includes the correlation matrix and regression analysis for the hypotheses testing. Table 1 given below show the correlation matrix of the paper. From the table, the analysis of Pearson correlation coefficient between 17 variables found that there were 127 pairs which had correlated in the same direction of relationships. Whereas, the correlation coefficient values had positive relationship, the extent of relationship or correlation coefficient values were between 0.105 – 0.783 with level of significance testing was 0.01 – 0.05. There were 9 pairs did not have any relationship.

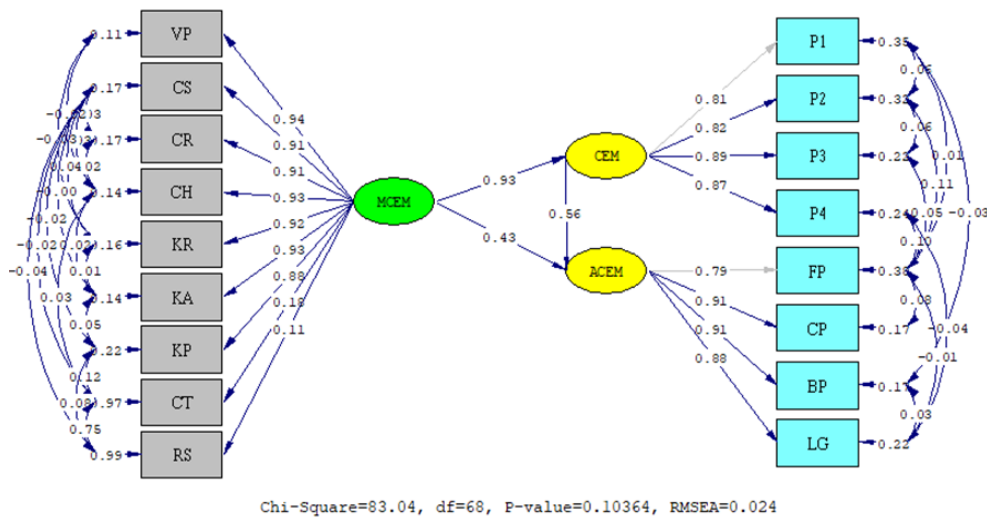
The particular analysis from correlation coefficient between observed variables found that every pair had the same direction of relationship (positive) with level of significance 0.01. The observed variables which had high level of relationship ($0.6 < r < 0.8$) were 85 pairs, the moderate level of relationship ($0.4 < r < 0.6$) were 21 pairs and the low level of relationship ($r < 0.4$) were 30 pairs. The highest level was the relationship between channels of distribution (CH) and Key action (KA) ($r = 0.783$) as well as the lowest level was the relationship of benefit platform (BP) and revenue platform (RS) ($r = 0.105$). Nevertheless, the overall review of correlation coefficient values in every pair of variables discovered that the value of correlation coefficient relationship did mostly not exceed 0.80. These relationships shown that observed variables had not high level of relationships and no problem of Multicollinearity found. All observed variables based on common elements, so that it was suitable to have further analysis for structural equation model.

The statistical value from Barlett's Test of Sphericity equaled 8417.792 $df = 136$ ($p = 0.000$). It presented that the matrix of correlation coefficient was not the identity matrix which had level of significance 0.01. The variables had enough relationship for analysis their elements. Agreed with results of Kaiser-Mayer-Olkin (KMO) amounted closely to 1 (0.960). It meant that observed variables had high relationship and can be further applied the harmonize testing between research model and empirical data. Due to the index value was more than 0.80, it seemed that the data can be properly analyzed with factor analysis excellently.

Table 1: The values of Pearson Correlation coefficient between observed variables

	PI	P2	P3	P4	PP	CP	BP	LG	VP	CS	CR	CH	KR	KA	KP	CT	RS
P1	1																
P2	0.712**	1															
P3	0.710**	0.789**	1														
P4	0.687**	0.727**	0.778**	1													
PP	0.610**	0.752**	0.733**	0.768**	1												
CP	0.719**	0.752**	0.789**	0.783**	0.803**	1											
BP	0.680**	0.736**	0.791**	0.757**	0.722**	0.835**	1										
LG	0.676**	0.693**	0.749**	0.697**	0.663**	0.803**	0.841**	1									
VP	0.723**	0.718**	0.775**	0.778**	0.728**	0.837**	0.852**	0.844**	1								
CS	0.712**	0.677**	0.741**	0.746**	0.627**	0.837**	0.813**	0.748**	0.856**	1							
CR	0.709**	0.656**	0.715**	0.725**	0.649**	0.752**	0.790**	0.771**	0.855**	0.865**	1						
CH	0.718**	0.664**	0.732**	0.729**	0.644**	0.757**	0.798**	0.779**	0.841**	0.872**	0.864**	1					
KR	0.686**	0.710**	0.757**	0.759**	0.690**	0.789**	0.829**	0.780**	0.833**	0.874**	0.831**	0.854**	1				
KA	0.741**	0.666**	0.741**	0.726**	0.665**	0.795**	0.799**	0.788**	0.868**	0.844**	0.855**	0.883**	0.854**	1			
KP	0.680**	0.664**	0.716**	0.687**	0.671**	0.760**	0.767**	0.770**	0.829**	0.780**	0.799**	0.834**	0.809**	0.862**	1		
CT	0.698	0.202**	0.133**	0.153**	0.155**	0.149**	0.180**	0.159**	0.160**	0.135**	0.124**	0.183**	0.199**	0.152**	0.271**	1	
RS	0.642	0.107**	0.077	0.047	0.085	0.092	0.106**	0.107**	0.113**	0.061	0.067	0.096	0.131**	0.107**	0.188**	0.174**	1
\bar{X}	3.69	3.69	3.71	3.69	3.78	3.62	3.57	3.57	3.61	3.45	3.49	3.52	3.57	3.56	3.63	3.82	3.81
S.D.	0.73	0.74	0.73	0.81	0.75	0.73	0.79	0.81	0.82	0.92	0.94	0.84	0.84	0.85	0.75	0.66	0.72

Bartlett's test of sphericity = 8417.792, df = 136, p = 0.000, KMO = 0.960



The figure 2: The results of casual model of value-added product from community enterprise according to sufficient economic toward sustainable development of entrepreneurs in Ranong province (after adjusted model).

The casual model of value-added product from community enterprise according to sufficient economic toward sustainable development of entrepreneurs in Ranong province conformed to empirical data by considering the value of Chi-square (χ^2) = 83.04, df = 68, p-value = 0.104, $\chi^2 / df = 1.22$, CFI = 1.00, RMSEA = 0.024, RMR = 0.009, GFI = 0.98, and AGFI = 0.95. Referred to p-value, it was adequate to accept the hypothesis ($p > 0.05$) and every index was passed the considered criteria.

Discussions

The research subjected to the value-added product for community enterprise according to self-sufficiency economy toward sustainable development of entrepreneurs in Ranong province can be defined research hypothesis as below:

1. The model of administrative management of community enterprises had positive influence directly to market factors of community enterprise, which conformed to research hypothesis 1. It presented that when community enterprise had good model of administrative management effecting to get product's quality straightforwardly in order to marketing target, suitable price with quality, more distributed channels, and sale promotions which can enhance the product awareness to customers explained as following:

The product creation must basically be realized on needs and satisfactions of customers which was the value proposition to customers such identity of product which can conveyed the local community and culture.

The pricing depended on asset and competitive price. It was similar to do business in cluster model from upstream toward downstream of supply chains, or having business alliances for capitals and expenses cost down, including pricing that can build product difference or value-added product to customer awareness for making product with the higher price. Presently, the customers reach is very necessary, meanwhile customer's needs for conveniences to be accessed and known easily. Therefore, online distribution is famous channel at present era.

The creative promotions to build relationships with customer leading to brand loyalty, such as promotions offering advantages to new/ former customers also with their members. The model of administrative management of community enterprises had positive influence directly to the effectiveness of community enterprise management. It supported the second hypothesis that the good model of administrative management leading the successful of operation management. Such as getting new customers, keeping the former customers, making customer satisfy and impress with their services, reducing mistakes from procedure and damages from production outcomes. The potential community will grow gradually and can get more profit and permanent income. The community enterprise operations had 4 aspects which were:

Nowadays, the business competitions were intense in all business types. The realization of customer needs and satisfactions become more important to do business. Due to customers are main factor effecting to business operation directly and success. The community enterprises have to use many strategies to persuade customer's satisfaction and try to improve their product to meet customer's needs and more interesting to new customers. The services also have to be active and can provide quality of after sale services to get more and more customers relationships among new and former customers.

The internal process is an important procedure for keeping administrative management of community enterprises to be more potential. For this point, the community enterprises need to have effective resources, for instance, the modern machineries and equipment which can launch the new innovation, the professional employees in suitable jobs, the high quality of production with effective ordering and product delivery. They should have business alliances which are material suppliers, vendors and other networks which the community enterprises can be supported for product distribution and public relations.

The community enterprises have to improve capability and technologies for their employees and members in order to push the further development to create innovative productivity that can struggle in high competitiveness conditions among businesses and also for enterprises growth (Stachová, Stacho, Papulová, & Jemala, 2019). The financial activities also the key factor for business survival. The community enterprises have to make income usually, such as launching new

product, finding new potential customers, reducing production and operation capital, searching for low-cost fund in which community enterprises can earn more profits.

The marketing factors have positive effecting directly to the achievement of community enterprises management which support the hypothesis 3. It presents that the marketing factors are necessary to the accomplishment of community enterprises procedure. If the community enterprises have good quality of target product, reasonable price, more channels of distribution and more promotions that let customers to have good awareness of product, they should success in their business operation. The measurement of operation outcomes from 4 aspects which are (1) customers, such as new and former customers whom have satisfied and impressed to product. (2) The internal process, for example, the decreasing of errors and damages in step of procedure. (3) Knowledge and growth. The growth of potential community enterprises. And (4) Finance. The more profits and incomes permanently that community enterprises received.

This research findings were compatible with many literatures supporting that the model of community enterprises management and marketing factors of community enterprises effecting certainly the achievement of community's administrative management. There were researches that affirmed these findings which were as following.

The research of Intanon, Sumkaew, and Wattana (2019) found that the significant components, effecting to the achievement of network management for the herbal product of community enterprises in Nakornchaiburin provinces group, were consist of 17 main factors (the weight from factors analysis have value between 0.203-0.510) and there were more 5 important factors that make it totally had 22 factors. All factors had been applied as guidelines for the successful administrative management which can be emphasized or special practiced for network management of the herbal product from community enterprises in Nakornchaiburin provinces group. It classified in 4 aspects which were: 1) finance related to 1.1) the performance of financial management 1.2) the outsourcing fund procurement and 1.3) the cooperation for defining the systematic welfare of group.

2) service receivers related to 2.1) the satisfaction of networking members about the system coordination for networking accomplishment.

3) the internal management procedure concerned with 3.1) the standard accounting system and product public promoting. 3.2) the building of network communications system, local politics and more self-sufficiency and 3.3) the effective of product in term of defining qualifications of raw material and production reserving in material shortage duration.

4) knowledge and development involved with 4.1) to handle knowledge for selecting and examining vendors, for labor apportion, for exploring buying raw material demands, vendors, equipment which related to the performance of group, for mutual labor laws implement, for reserving production, for knowledge of

administrative management, and for studying law and product standards under AEC trade agreement. And 4.2) the practical skills for network members improvement.

The study also related with the findings in the research from Phadungkiati, Kusakabe, and Pongquan (2011) which conducted the model of silk textile management of community enterprises in Burirum province. There were three points focused on

1) model of production management, it could be planed the new product development which had its identity and had differences from other product in market. Keeping follow up the action plan and quality standards controlling according to the outsource product standards certified companies. And finally, they had to concern the good environmental production reservation.

2) model of marketing management, it could be gathered product identities which varied by customer's requirements, giving reasonable pricing, expanding channels of distribution and market promotions.

3) model of accounting and financial management, it could have short and long-term plans for providing and allocating fund more effectively. Let follow up and control financial implementation by accounting system summery.

Moreover, this study also related to the research of Kim, Tavitiyaman, and Kim (2009) which explored between the services from application service providers – ASPs and the operation outcomes from Small and medium-sized enterprises. The findings shown that the measurement generally used with operation outcomes was only financial factor which could not be suitable and enough for making proper indicators to analysis operation outcomes. So that they used both financial and non-financial indicators in their work. The non-financial indicators consisted of the number of customers, administration cost, competitive advantage, customer service, productivity, ease of information exchange partners and ease of information exchange within a company.

Conclusion

The results from value-added product of community enterprises according to self-sufficiency economy's trends toward the certain improvement of entrepreneurs in Ra-nong province. They presented that factors, effecting to the achievement of community enterprises management, composed of 2 elements and 13 indicators. First element was the model of community enterprises management which had 9 indicators as 1) the presenting of product value 2) customer groups 3) linkage of customer relationship 4) the distribution channels 5) the exist resources 6) the key implement 7) the essential partners 8) the capital structure 9) the model of income. The second element was marketing factors of community enterprises which had indicators as 1) product 2) price 3) the distribution channels and export 4) the promotions. The results of this research presented that the model of community enterprises was the caused factors effecting to the achievement of administrative management of community enterprises. The dependent variables were marketing

factors of community enterprises. Thus, the model of community enterprises management, which can effect to the achievement of community enterprises management, it was necessary to have effective and compatible to their business and to have an innovative business model.

There was related to the study of Osterwalder and Pigneur (2010) who invented the business model canvas as a tool assisting to plan business visually in all dimension, help to define strategies, and evaluate the success of operation plan and find out the effective business model which can fit to business conditions. Especially, the main elements which were customers, product, business service, business structure and the financial sensitivity. The business model canvas liked the blueprint of strategies which can support the implement of organization's structure, procedure and system of business planning all around perspectives.

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WARTOŚĆ DODANA PRODUKTU PRZEDSIĘBIORSTWA WSPÓLNOTOWEGO WEDŁUG GOSPODARKI WYSTARCZAJĄCEJ DLA ZRÓWNOWAŻONEGO ROZWOJU PRZEDSIĘBIORCÓW

Streszczenie: Celem tych badań było zbadanie czynników wpływających na osiągnięcie zarządzania przedsiębiorstwem społeczności. Ulepszenie platform w zarządzaniu administracyjnym, standard produktu, opakowania, kanał dystrybucji produktu społecznościowego. Stworzenie tożsamości produktu przedsiębiorstwa społecznościowego zgodnie z zarządzaniem administracyjnym klastra oraz zwiększenie zysków i trwałych dochodów dla przedsiębiorstwa społeczności w prowincji Ranong. Badanie było połączeniem metodologii badań jakościowych i ilościowych. Kontrola wrywkowa pobrana z przedsiębiorstw społecznych w prowincji Ranong z 5 okręgów, którymi są okręg Muang, okręg La-Aoon, okręg Ka-per, okręg Kra-buri i okręg Sooksumran. Respondenci mieli ogółem 400 osób. Instrumentem stosowanym do zbierania danych były kwestionariusze, a do analizy statystycznej posłużyło modelowanie równań strukturalnych:

SEM. Wyniki tych badań wykazały, że skuteczność zarządzania przedsiębiorstwem społecznościowym związana jest z danymi empirycznymi. Istniały dwa aspekty, które były: 1) czynniki rynkowe przedsiębiorstwa komunalnego i 2) model zarządzania administracyjnego przedsiębiorstwem komunalnym.

Słowa kluczowe: przedsiębiorstwo wspólnotowe, produkt o wartości dodanej, model zarządzania administracyjnego, czynniki rynkowe, skuteczność.

为满足企业家的可持续发展 · 根据经济高效的社区企业增值产品

摘要：本研究的目的是研究影响社区企业管理实现的因素。行政管理平台的改进，产品标准，包装，社区企业产品的分销渠道。根据集群行政管理来创建社区企业产品的标识，以及拉廊省社区企业的利润和可持续收入的增长。该研究是定性和定量研究方法的结合。样本来自拉廊省的社区企业，分别来自Muang区，La-Aoon区，Ka-per区，Kra-buri区和Sooksumran区5个地区。受访者共有400人。用于收集数据的工具是问卷，用于统计分析的工具是结构方程模型：SEM。这项研究的发现已探索到社区企业管理的有效性与经验数据有关。影响的方面有两个：1) 社区企业的市场因素；2) 社区企业的行政管理模式。

关键词：社区企业；增值产品；行政管理模式；市场因素；有效性。