



RESEARCH ARTICLE

How Creates Marketing Opportunities: Fresh Insights from a Mixed Methods Case Study of Community-Based Enterprise

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ABSTRACT

The grassroots economy plays a pivotal role in advancing Thailand toward becoming a high-income nation with equitable income distribution, laying a stable foundation for long-term economic growth and aligning with national strategic goals. This research aimed to identify the strengths, weaknesses, opportunities, and threats (SWOT) influencing community enterprises in northeastern Thailand and develop strategies to enhance their market opportunities. Employing a mixed-methods approach, the study surveyed 418 community enterprise entrepreneurs for SWOT analysis and engaged 15 experts in focus group discussions to generate strategies using the TOWS matrix. The findings revealed three key approaches to creating market opportunities: (1) strengthening marketing management for community enterprises, (2) fostering collaboration with government agencies, and (3) building partnerships with third-party organizations. These strategies offer practical pathways to drive sustainable development and economic empowerment for community enterprises in the region.

INTRODUCTION

The latest national strategic plan for the grassroots economy aims to develop and promote the local community economy in every region, aligning with the master plan under the national strategy. This strategy comprises two key sub-plans:

Entrepreneurial Capacity Building Plan: This plan focuses on enhancing the

knowledge and skills of farmers, laborers, and low-income individuals to foster entrepreneurship. It emphasizes supporting entrepreneurs through technical assistance to add value to their products, improve competitiveness, generate sustainable income, and manage debt effectively (Prime Minister's Office, 2023).

Environmental and Mechanism Development Plan: This plan aims to create a

structured framework for income distribution through community enterprises, cooperatives, and social enterprises. It includes developing marketing channels and networks to ensure fair trade, promoting community financial institutions to manage debt responsibly, and supporting a comprehensive marketing mechanism (Trade Policy and Strategy Office, 2022).

Community enterprises are a cornerstone of the government's policy to enhance local economic competitiveness by creating jobs, distributing income, and leveraging local resources and wisdom. These enterprises aim to foster self-reliance and maximize benefits for local communities, serving as an upstream economic development model. However, significant challenges persist, including

limited understanding of community enterprise concepts, lack of skills in preparing development plans, and inadequate learning processes essential for sustained growth (Office of the Secretary of Community Enterprise Promotion Division, 2022; National Strategy Secretariat Office, 2018).

A critical issue is the reliance on government support for knowledge sharing and financial resources. Without such support, the growth of community enterprises often depends on the expertise of local leaders. Addressing these challenges requires improving management, strengthening group competitiveness, and fostering a mindset that values the continuity of community production to ensure long-term sustainability (Anusonphat & Poompurk, 2022).

Recognizing these challenges and opportunities, this research explores strategies for promoting and developing market opportunities for community enterprises in northeastern Thailand. The study highlights the potential of local communities as key sources of raw materials and products, envisioning them as future entrepreneurs with the ability to compete both nationally and internationally.

Objective

To study factors about strengths, weaknesses, opportunities, and threats, leading to the direction of creating market opportunities for community enterprises in northeastern Thailand.

LITERATURE REVIEW

Community enterprises play a crucial role in fostering economic growth, particularly in rural areas where they help to stimulate local economies, create employment opportunities, and promote sustainable development. However, these enterprises often face challenges in achieving market competitiveness due to limited resources, inadequate knowledge, and external threats such as rising costs and competition. This literature review examines existing research on strategies for promoting community enterprises, focusing on the utilization of SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and TOWS matrix frameworks to create market opportunities. Additionally, it explores the role of government and networks in enhancing the capabilities of community enterprises.

The theoretical foundation for community enterprise development is rooted in resource-based theory (RBT) and stakeholder theory. RBT emphasizes leveraging internal resources, such as local wisdom and skills, to create competitive advantages. Studies by Barney (1991) and Prahalad and Hamel (1990) underline the importance of identifying and maximizing unique resources to sustain competitiveness. Stakeholder theory (Freeman, 1984) complements this by advocating for collaboration among diverse stakeholders, including government agencies, private sectors, and community members, to achieve mutual benefits.

SWOT analysis and its extended version, the TOWS matrix, are strategic tools widely used in business and organizational studies. According to Benzaghta et al. (2021), SWOT analysis systematically identifies internal and external factors that influence organizational performance, while the TOWS matrix provides actionable strategies by integrating these factors. These frameworks are particularly relevant for community enterprises that operate in resource-constrained environments.

SWOT Analysis in Community Enterprises

SWOT analysis is a foundational tool for understanding the internal and external dynamics of community enterprises. For instance, Kaewsawan (2021) highlights that strengths often lie in the utilization of local resources and skills, while weaknesses include limited access to modern technology and capital. Opportunities often emerge from government initiatives, such as trade fairs and funding programs, whereas threats include competition and fluctuating raw material prices.

Nguyen and Truong (2022) emphasize that SWOT analysis helps identify factors that directly impact the sustainability of community enterprises. However, they argue that SWOT analysis alone is insufficient for strategic planning and must be complemented with frameworks like the TOWS matrix to derive practical strategies.

Application of the TOWS Matrix

The TOWS matrix builds upon the insights gained from SWOT analysis by developing strategies to leverage strengths and opportunities while addressing weaknesses and threats. Studies such as Dewanto (2022) and Elavarasan et al. (2020) demonstrate the effectiveness of the TOWS matrix in creating strategies tailored to specific contexts. In the context of community enterprises, the TOWS matrix provides strategies such as:

1. Proactive Strategies (SO): Using strengths to capitalize on opportunities, such as creating innovative products that incorporate local wisdom (Chaisena et al., 2020).
2. Corrective Strategies (WO): Addressing weaknesses by seeking government support to access broader markets (Punroob et al., 2022).
3. Preventive Strategies (ST): Leveraging strengths to mitigate threats, such as adopting efficient inventory systems to manage fluctuating raw material costs (Puangsang & Muttanang, 2020).
4. Defensive Strategies (WT): Collaborating with networks and associations to overcome external threats and internal limitations (Jintana et al., 2022).

Government Support and Policy Implications

The role of government is pivotal in enhancing the market opportunities for community enterprises. Government initiatives often include financial assistance, capacity-building programs, and the establishment of marketing channels. For example, the Trade Policy and Strategy Office (2022) highlights the impact of government-backed trade fairs and funding on improving the visibility and competitiveness of community enterprises.

Research by Anusonphat and Poompurk (2022) underscores the importance of government interventions, especially during crises such as the COVID-19 pandemic. These interventions include skill development programs and the promotion of online marketing channels, which are essential for adapting to changing market dynamics. Despite these efforts, challenges persist. Sastsara and Mekdee (2021) point out that many communities' enterprises struggle to access government resources due to bureaucratic hurdles and lack of awareness. Addressing these barriers is critical to ensuring equitable support.

Role of Networks and Collaboration

Collaborative networks involving government agencies, private sectors, and academic institutions can significantly enhance the capabilities of community enterprises. Prompreing et al. (2020) and Kongkird et al. (2022) advocate for the establishment of community enterprise alliances to facilitate knowledge exchange, resource sharing, and joint marketing efforts.

Chankamom et al. (2022) highlight that collaboration with external organizations, such as universities, can drive innovation and improve product quality. Universities often serve as hubs for research and development, offering technical expertise and resources that community enterprises lack.

Moreover, forming trade associations or cooperatives can amplify the collective bargaining power of community enterprises, enabling them to negotiate better terms with suppliers and buyers (Chaisri et al., 2021).

Digital Transformation and Market Access

Digital marketing and e-commerce are increasingly recognized as vital tools for expanding market access. Studies by Jitrapai et al. (2022) emphasize the role of social media platforms such as Facebook and LINE in reaching broader audiences. Similarly, Puangsang and Muttanang (2020) recommend integrating digital tools into marketing strategies to enhance visibility and sales efficiency. However, the adoption of digital tools is hindered by a lack of digital literacy among many community enterprise members. Addressing this gap requires targeted training programs and support from both government and private sectors.

Conceptual Framework

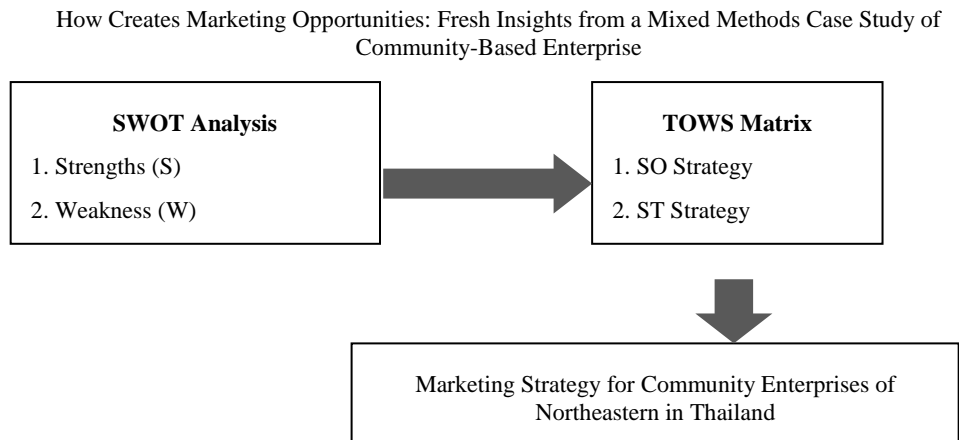


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

This study employed a mixed-methods approach using a sequential exploratory design (Ivankova et al., 2006) to investigate marketing opportunities for community enterprises in northeastern Thailand. The methodology integrated both quantitative and qualitative data to provide a comprehensive understanding of the research problem (Creswell & Clark, 2011). The data collection process was conducted concurrently, followed by the merging and integration of findings during the analysis phase.

Population and Samples

The study focused on community enterprises in northeastern Thailand. According to the Community Enterprise Promotion Division, Department of Agricultural Extension (2023), the total population comprised 42,643 community enterprises. A sample size computation was performed to achieve a 95% confidence level, determining a minimum sample size of 395 participants to ensure representativeness. Ultimately, 418 completed questionnaires were returned, constituting the final sample size.

The independent variables were categorized into three groups:

1. Production-based enterprises,
2. Service-based enterprises, and
3. Enterprises offering a combination of products and services.

The dependent variables were the business operations of community enterprises, analyzed through their Strengths, Weaknesses, Opportunities, and Threats (SWOT) framework.

For the qualitative component, 15 respondents were purposively selected to represent key stakeholder groups, including:

- Five academicians,
- Five marketers, and
- Five government officials.

This purposive sampling ensured diverse perspectives on operational challenges and opportunities.

Research Instrument

The research instrument development process consisted of six steps to ensure rigor and reliability:

Conceptual Framework: A thorough review of principles for questionnaire development was conducted, and a conceptual framework aligned with the study objectives was formulated.

Literature Review and Expert Input: Secondary data from books, documents, articles, and previous research were analyzed, complemented by interviews with individuals experienced in community enterprise operations, to guide questionnaire content.

Question Development: Key issues and question scopes were determined based on the research objectives.

Draft Questionnaire Creation: An initial draft of the questionnaire was designed.

Expert Validation: The draft was reviewed by five experts with relevant knowledge and experience to evaluate: Content validity, Language clarity, and Alignment with research objectives. The Item-Objective Congruence (IOC) index was calculated, yielding scores between 0.80 and 1.00, indicating high validity.

Pilot Testing: The revised questionnaire was tested with a group of 30 participants similar to the target population (Silpcharu, 2020). Reliability testing using Cronbach's alpha yielded a coefficient of 0.95, confirming the instrument's reliability.

After meeting quality criteria, the finalized questionnaire was deployed for data collection. Quantitative data were analyzed using statistical software, while qualitative data were manually coded and analyzed thematically.

The questionnaire was used as the research tool and can be divided into 3 sections as follows:

Section 1. Information about the structure and general operational characteristics of community enterprises in northeastern Thailand 5 items (Shown in Table 1).

Section 2. Information on the level of strengths and weaknesses in the business operations of community enterprises in northeastern Thailand. The characteristics of the questionnaire are a rating scale called the Osgood method. There were 20 questions divided into internal and external factors. The criteria for determining the weight of the assessment were as follows:

The weakest point is determined at -2

The weak point is determined at -1

Unsure is determined at 0

The strength point is determined at 1

The most Strengths point is determined at 2

The criteria for interpretation and classifying average scores of strengths and weaknesses were within the following rating average score ranges:

- 1.001 to -2.000 determined as a weakest point.
- 0.001 to -1.000 determined as a weak point.
- 0.000 determined neither is it a strength or a weakness.
- 0.001 to 1.000 determined as a strength point.
- 1.001 to 2.000 is determined as the most Strengths point.

Section 3. Information about the level of opportunity and threats were a rating scale which was the same as in Osgood method, there were 20 questions and the criteria for determining the weight of the assessment are as follows:

The importance of the score weighting of the response options is:

- Too much threats determined at -2
- Have threats determined at -1
- No effect determined at 0
- Have opportunities determined at 1
- Have the most opportunities determined at 2

Interpretation criteria to rate the mean scores of opportunities and threats of community enterprise businesses northeastern Thailand, it is according to the following rating average score range:

- 1.001 to -2.000 means it is the most threatening.
- 0.001 to -1.000 means it is a threat.
- 0.000 means it is neither opportunities nor a threat.
- 0.001 to 1.000 means it is opportunities.
- 1.001 to 2.000 means having the most opportunities.

COLLECTION OF DATA

Quantitative strand: The data were acquired using a probability-based randomization technique that sent a questionnaire by mail to the community enterprises in northeastern. By randomly selecting the names of 395 entrepreneurs who made an allowance of 20%. Finally, received a net return of 418.

Qualitative strand: focus group discussion to seek the marketing opportunities for the community enterprises of Northern in Thailand. Sample questions included: "What are the market opportunities for the community enterprises in northeastern in Thailand?" and "How should a marketing approach for the community enterprises of Northern in Thailand?". Interviews lasted 100-120 min and were conducted at respondents at the meeting room. The researchers recorded the conversation. Then, content analysis is done to create marketing guidelines for the community enterprises in northeastern in Thailand.

DATA ANALYSIS

- 1) Questionnaire section 1. Information on the structure and nature of operations of business, the form of the questionnaire is a checklist data were determined as the frequency and summarized as a percentage.
- 2) Questionnaire section 2 and 3, the characteristics of the questionnaire were rating scale. Mean (\bar{X}) and standard deviation (S.D.) were calculated.

RESULTS

1. The results of the analysis of the structure and general operational characteristics of community enterprises in northeastern Thailand are shown in Table 1.

Table 1 Number and Percentage of Structure and General Operational Characteristics of Community Enterprises in Northeastern Thailand. (n=418)

General Condition of Respondents		N	%
Type of organization			
Production		139	33.2
Service		139	33.2
Production and Service		140	33.6
Operation period of community enterprises			
Less than 2 years		94	22.5
2-4 years		116	27.8
Over 4 years		208	49.8
Methods to develop knowledge and workforce skills of the organization			
Internal organize training		80	19.1
Inspection		136	32.5
Learn from knowledgeable people in the community		98	23.4
Go for external meetings/seminars		34	8.1
Government came to provide knowledge		70	16.7
Marketing channels for distribute products or provide services			
Self-distributed / Provide services at venue		355	84.9
Distribution / Provide services through sales representatives		117	28.0
Distribution / Provide services through government organizations		48	11.5
Distribution / Provide services on online channels		225	53.8
Distribution / Provide services in modern trade		22	5.3
Distribution / Provide services in a products event.		171	40.9
Distribution / Provide services through a company or Thai post office		115	27.5
Marketing channels for presenting products or services			
Online channels such as Facebook, website, etc.		274	65.6
Channels within the community, such as audio on the line, community radio, community shops.		211	50.5
Channels of government such as Provincial Administrative, Subdistrict Administrative, etc.		156	37.3

2. The results of the analysis of the strengths and weaknesses of internal factors for the business operations of community enterprises in northeastern Thailand are shown in Table 2.

Table 2 The mean and standard deviation of the strengths and weaknesses of community enterprises in northeastern Thailand. (N=418)

Internal factors	\bar{X}	S.D.	Definition
1. Clearly the vision, policies, and goals also in line with a situation.	0.612	0.78	Strengths
2. Knowledge and competence of leaders and committee.	0.645	0.67	Strengths
3. Knowledge, ability to produce or provide services.	0.669	0.58	Strengths
4. Knowledge, ability to use technology for advertising/public relations.	0.282	0.76	Strengths
5. Modernization of machinery and equipment for production or service.	0.222	0.74	Strengths

6. Working capital for technology development in the production.	-0.055	0.69	Weaknesses
7. The location is in commercial area and transportation.	0.502	0.64	Strengths
8. There are marketing channels both online and offline.	0.320	0.72	Strengths
9. There is a standard control.	0.378	0.75	Strengths
10. There is an inventory system.	0.122	0.68	Strengths

3. The results of the analysis of opportunities and threats of external factors for business operations of community enterprises in northeastern Thailand are shown in Table 3.

Table 3 Means and standard deviations of opportunities and threats of community enterprises in northeastern Thailand. (N=418)

External Factors	\bar{X}	S.D.	Definition
1. Increasing energy costs.	-0.763	0.72	Threats
2. The cost of living of the people.	-0.952	0.68	Threats
3. The loan interest rates.	-0.827	0.76	Threats
4. Trade fairs by government.	0.500	0.75	Opportunities
5. Government funding support.	0.337	0.62	Opportunities
6. Skill development by the government.	0.425	0.74	Opportunities
7. The ability of Competitors.	-0.038	0.59	Threats
8. Price conditions of raw material.	-0.753	0.62	Threats
9. Laws relating to production or services.	-0.287	0.65	Threats
10. Bargaining power of customers	-0.232	0.71	Threats

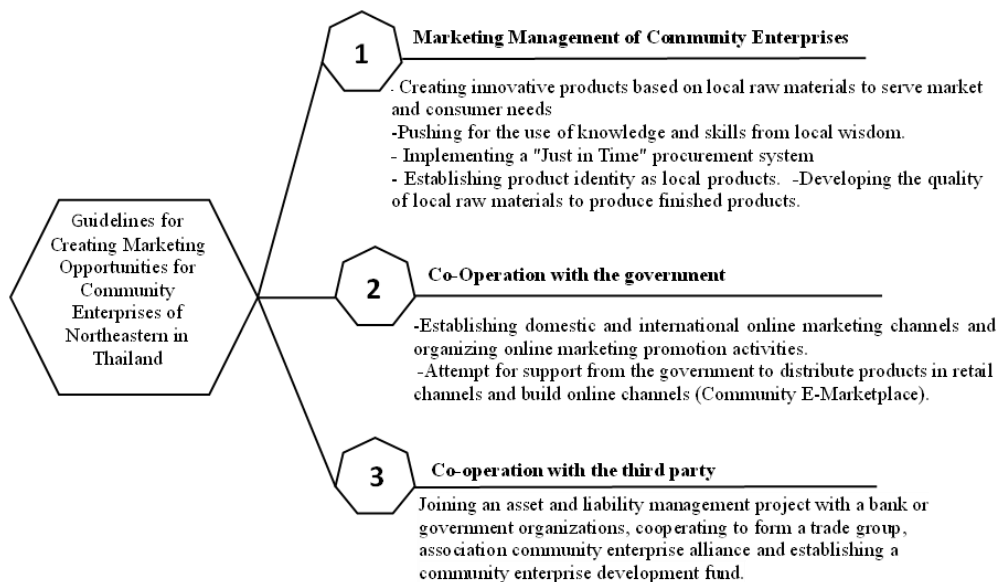
The results of the analysis in Table 2 and 3 were used to determine the strategy of the guidelines for creating market opportunities of community enterprises in northeastern Thailand which are shown in Table 4.

Table 4 Strategies of guidelines for marketing opportunity of community enterprises in northeastern Thailand.

	Internal Factors	
	Strengths (S)	Weaknesses (W)
	1. Clearly the vision, policies, and goals also in line with situation. 2. Knowledge and competence of leaders and committee. 3. Knowledge, production capability or service. 4. Able to use technology for marketing communication. 5. Modernization of machines production or service equipment. 6. The location is in commercial area and transportation. 7. Have marketing channels both online and offline. 8. There is a standard control. 9. There is an inventory	1. Working capital for technology development in the production.

		system.	
External Factors	<p>Opportunity (O)</p> <p>1. Trade fairs by government. 2. Government funding support. 3. Skill development by the government.</p>	<p>Proactive Strategy (SO)</p> <p>S501: Create innovative products to meet the market and consumers. S303: Encourage the use of local knowledge and skills. S402: Build an online trading channel to international countries and organize online marketing promotion activities.</p>	<p>Corrective Strategy (WO)</p> <p>W101: Attempt for government support to distribute products in Modern Trade channels and online channels.</p>
	<p>Threats (T)</p> <p>1. Increasing energy costs. 2. The cost of living of the people. 3. The loan interest rates. 4. The ability of competitors. 5. Price conditions of raw material. 6. Laws relating to the production or services. 7. Bargaining power of customers</p>	<p>Preventive Strategies (ST)</p> <p>S10T5: Use the "Just in Time" purchasing system. S5T4: Create community product identity as local goods (GI) or Country of Original.</p>	<p>Defense Strategy (WT)</p> <p>W103: Entering the asset management project with banks or a government. W1T4: Collaborate with a community enterprise association trading group. W1T5: Improve the quality of local raw materials. W1T3: Set up a community enterprise development fund.</p>

4. The results of determining guidelines for creating market opportunities for community enterprises in northeastern Thailand by expressing opinions of experts related to community enterprises in northeastern Thailand in the amount of 15 persons can be summarized as in Figure



2.

Figure 2. Guidelines for creating market opportunities for community enterprises in the northeastern, Thailand.

According to Figure 2, there are three methods for giving community entrepreneurs in northeastern Thailand:

The marketing management of northeastern community enterprises consists of the following:

- Proactive approaches include creating innovative products based on local raw materials to serve market and consumer needs and supporting the use of knowledge and skills from local wisdom.
- Preventative approaches include implementing a "just-in-time" procurement system and establishing product identity as local products.
- Defensive approaches include developing the quality of local raw materials to produce finished products.

Cooperation with the government comprises the following:

- Proactive approaches include establishing domestic and international online marketing channels and organizing online marketing promotion activities.
- The corrective approach includes seeking support from the government to distribute products in retail channels and to build an E-Marketplace community.

Building cooperation between community enterprises and network associates comprises the following: The defensive approach includes joining an asset and liability management project with a bank or government organization, cooperating to form a trade group or association, forming a community enterprise alliance, and establishing a community enterprise development fund.

DISCUSSION

The main conclusions are discussed below and guide guidelines for creating market opportunities for community enterprises in northeastern Thailand are constructed.

The results of the internal factor, in terms of resource management.

1) the organizations management methods, such as its vision, policies, and goals, must be clear and consistent with the current situation. There must be control over the production of goods, standards, and services, and there must be an inventory control system.

2) Man management, such as the knowledge and competence of community leaders and the community enterprise committee, marketing competency, especially the internet technology for advertising or public relations the products or services.

3) Marketing management, such as finding sales and service channels both online and offline, making promotional activities during the season with cheap raw materials, organizing special events or ongoing community fairs.

4) Resource-Base Management, such as sourcing the modernization of machines for production or service equipment, has the shop located in a convenient commercial and transportation area.

The finding consistent with a study by Kaewsawan (2021). That study about the potential of community enterprises processing agricultural products showed that the potentials derived from the strengths of community enterprises consisted of: 1) having a clear management structure and the cooperation of members. 2) Diversified raw material advantages and good quality 3) There should be sufficient labourers, most of whom are available locally. 4) Transportation is very fast and convenient, and 5) Expertise and skill in producing products, providing the ability to produce

products that are sufficient to meet the market demand and consistent with the studies of Punroob, Duangjai, and Punroob (2022), they found that the strength of the enterprises of hand-woven fabrics is the ability to design beautiful and unique fabric patterns according to local wisdom. In addition, the development of product awareness strategies using online marketing communication tools relies on the knowledge and skills of the members of the community enterprise (Kittisaereekul, Jitprapai, & Limsuamlitnipa, 2021).

2. The evaluation of internal factor revealed shortcomings, such as cash flow, in the development of the technology for producing goods and services. This finding was in line with research by Sastsara and Mekdee (2021), who showed that community companies have difficulty obtaining funding. The approach to solving the issue is to develop an understanding of loan conditions, increase management skills, and write a business plan in order to be able to meet the requirements of applying for loans from funding sources because there is a lack of knowledge and understanding of the terms of lending from financial institutions, the accounting system is unclear, and the purpose of the loan request is unclear. This is in line with research by Saengthongdee and Naowan (2023), who discovered that community entrepreneurs' finance issues necessitate assistance from both public and private organizations.

3. The external factor analysis found that the government section should arrange areas for the display and sale of products from community enterprises. The government provides funding for product development and distribution channels and should provide the promotion and skill development of labour from the government sector. This is consistent with the studies of Prompreing et al. (2020), who found that community enterprises are ready in terms of products and services. This can lead to the development of the community's abilities in many aspects, such as workforce skills in producing products or providing services, by developing the unique identity of the community. It is consistent with the studies of Kongkird, Fang, and Rodsomboon (2022), which found that a community enterprise can develop trade products leading to product value added and the processing of products until they become a competitive advantage of the business. This is also consistent with the results of the study of Puangsang and Muttanang (2020), who found that marketing promotion of community enterprise products doesn't require continuous advertising and public relations. Deficiencies, including not being promoted and developing knowledge for members, exist regarding the promotion and use of technology, and the government should create various forms of knowledge marketing for members of the community enterprise group as well, whether about mindset, using technology, or using online media.

4. The external factor analysis's findings. The following were discovered to be the challenges: 1) The cost of petrol 2) Living expenses 3) A rate of interest 4) The skills of a rival or the local manufacturers 5) A supplier requirement 6) The creation of lawful goods or services; 7) The negotiating power of the client. The administration and marketing management of the community companies are threatened by the numerous concerns listed.

This is becoming more in line with the findings of the study by Jintana, Boonlab, and Supromin (2022), which discovered that the running costs of community companies in Pathum Thani Province are issues and dangers to establishing a competitive edge for them. Using TOWS matrix methodologies, we can create criteria for opening up markets for community companies in northeastern Thailand. These rules can then be combined into three main categories as follows: 1) Marketing administration Working together with the government and 3) Encourage collaboration between the aforementioned network affiliates and community businesses. This is consistent with the findings of the study by Chaisena, Puttassa, and Wirotrat (2022), which discovered that the weaving group community enterprises are compatible with the strategy of community enterprises for proper management and consist of: 1) The proactive tactic is to develop a product identity for online market distribution. 2) Establishing a network with the local government and community is

a passive tactic. This is in line with a study by Chaisri, Promsiri, and Rungsinan (2021), which discovered that: 1) Community enterprises understand the uniqueness of consumers. 3) A corrective strategy is to continuously develop skills for members of the group. 4) A preventive strategy is to promote participation with stakeholders to build a strong relationship. Products can therefore be modified to reflect local uniqueness; 2) The guidelines for fostering entrepreneurial potential included the following three aspects: marketing, which includes online marketing issues and marketing communications; production process, which includes prototyping issues and contemporary product design; and product quality, which includes getting ready for community product standards inspections. Community enterprises also need to improve their organizational structure by, for instance, working with banks or governmental agencies on asset and liability management projects, establishing trade groups, associations, and community enterprise alliances, and creating a community enterprise development fund. The research by Chankamon, Chantaranamchu, and Sukjairungwattana (2022) found that community enterprises' social enterprise operations include: 1) developing goods and services for social goals by utilizing local resources; 2) ensuring financial stability by setting up a fund as a reserve fund for managing the group; and 3) conducting business in an environmentally friendly manner. 4) Giving back to the community and society by utilizing group members' work and products 5) Increasing communal knowledge by passing it down from one generation to the next through events, etc.

RECOMMENDATION

From the research results to be useful in creating market opportunities for community enterprises in northeastern Thailand, these are the following suggestions.

1. Creating creativity will help add value to the product. It also helps create opportunities to build coherent relationships with various organizations, including making marketing easier. The government or relevant organizations should take part in making community enterprises aware of the importance of using creativity. The government should invest more in research and development processes in community enterprises, such as supporting and encouraging enterprises to take advantage of local culture. This will help deliver the creative thinking that will be unique in the production of community products or create cooperation in the area of creative development with more external organizations. This applies especially to organizations that are beyond the bureaucratic system, such as universities, higher education institutions, or the private sector, that can encourage the use of this creativity to the fullest as well as encourage the use of creativity in order to extend the benefits commercially, etc.

2. Coherence and creativity: the downstream processes like marketing If there is a development of distribution channels and distribution of products in other ways, it also affects the increase in profits, such as knowledge creation with community enterprise. entrepreneurs to understand the supply chain system of their own enterprises and can analyze strengths and weaknesses and the core competencies of their enterprises or public relations and educate enterprises about which units will assist businesses in each step of the supply chain for assistance in adding value to each step in a concrete manner, etc.

3. Connectivity: In terms of marketing community enterprises. There should be connections to international markets by creating a network to connect with external organizations, such as private organizations and universities. These can take responsibility for building knowledge, creating innovation, and marketing, such as by organizing training workshops to promote. They might develop product presentation models that respond to market behavior and modern-era lifestyle and create marketing channels that can reach the target audience and stimulate market demand of the target consumer group, including products that are coherent with the community life style in the area to create an image that can create awareness and stimulate consumption of target groups, etc. And arrange workshops to promote and drive entrepreneurs to be able to use online marketing

tools such as Facebook, YouTube, LINE, and TikTok with a full understanding. This includes promoting the use of technology and innovation to make a difference and add value to products, including the use of digital marketing to help manage the business and online marketing to be able to sell products through online channels more efficiently. Online marketing is an important tool that increases marketing potential and makes the business sustainably successful. In addition, there must be a push for entrepreneurs to use both online and offline marketing to be able to reach both target groups of consumers.

4. Building the Competitiveness: Creating business sustainability for community enterprises requires the development of competitiveness such as knowledge management, which involves bringing designed or creative products into the process of registering intellectual property rights. Using technology to help produce products will be significant in reducing labor costs, and developing the labor skills and knowledge management of workers will be significant in enhancing the competitiveness of community enterprises.

5. Crisis Management: Because community enterprises have quite limited administrative resources, they are at risk when the environment changes. This means that community enterprises are easily affected. Therefore, the community enterprise management team must have organizational knowledge and skills to deal with the upcoming crisis quickly and effectively.

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