ASSESSMENT OF COMMUNITY BUSINESS PERFORMANCE ACHIEVEMENT: A CASE STUDY OF OTOP ENTERPRISES FOR FOOD PRODUCTS

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Thesis
Entitled

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ASSESSMENT OF COMMUNITY BUSINESS PERFORMANCE ACHIEVEMENT: A CASE STUDY OF OTOP ENTERPRISES FOR FOOD PRODUCTS

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ABSTRACT

The purpose of this research was to study community business operation and assess performance that contributed to achievement in both economic and social aspects. The research also should to understand problems and obstacles in community business operation and provide recommendations to improve community business performance. Data was collected from 290 communities of OTOP (One Tambon One Product) enterprises for food products by using questionnaires as the research instruments. Statistical analysis was done by means of percentage, arithmetic mean, standard deviation and Chi-square.

Economic aspect: the product operation contributed to community business performance at a high level. Finance, distribution and marketing promotion contributed to community business performance success at a moderate level. Most OTOP enterprises primarily utilized local wisdom and raw materials within the community. They also created distinctiveness and identity in the products in order to attract customers. However, distribution was undertaken by self-distribution in the community was not as extensive as it might have been.

Social aspect: members' participation and human resources development operation contributed to community business performance success at a moderate level. Securing local wisdom had an effect on community business performance achievement at a high level. There was local wisdom transfer to the next generation as well as local wisdom extension.

The study on the relationship between production and securing local wisdom showed that the production planning and the production support from organizations were related to securing local wisdom but the quality development of the products did not have a relationship with securing local wisdom.

Recommendations: OTOP enterprises must conduct the business based on their competitive advantage and become more self-dependent. In addition, primary importance should also be given to securing local wisdom along with community business development in order to continuously expand community business. Also, the government should provide support in terms of knowledge, training, marketing and technology to the community in order to enable them to become more self-dependent.

KEY WORDS: COMMUNITY BUSINESS/ OTOP/ LOCAL/ FOOD PRODUCT
126 P.

การประเมินความสำเร็จธุรกิจชุมชน กรณีศึกษากลุ่มชุมชนผู้ผลิตสินค้าหนึ่งตำบล หนึ่งผลิตภัณฑ์ประเภทอาหาร (ASSESSMENT OF COMMUNITY BUSINESS PERFORMANCE ACHIEVEMENT: A CASE STUDY OF OTOP ENTERPRISES FOR FOOD PRODUCTS)

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วท.ม. (การวางแผนสิ่งแวดล้อมเพื่อพัฒนาชุมชนและชนบท)

คณะกรรมการควบคุมวิทยานิพนธ์ : พิจักษณ์ หิญชีระนันทน์ ผ.ด., สยาม อรุณศรีมรกต วท.ม.

บทคัดย่อ

งานวิจัยนี้มีวัตถุประสงค์เพื่อศึกษาถึงแนวทางการดำเนินงานธุรกิจชุมชน และประเมินการดำเนินงานที่มีผลต่อความสำเร็จธุรกิจชุมชน ทั้งทางด้านเศรษฐกิจและด้านสังคม รวมถึงทำความเข้าใจถึงปัญหาและอุปสรรคในการดำเนินงาน พร้อมทั้งเสนอแนะแนวทางแก้ไขเพื่อใช้ในการปรับปรุงการดำเนินงาน โดยเก็บรวบรวมข้อมูลจากประชากรกลุ่มชุมชนผู้ผลิตสินค้าหนึ่งตำบล หนึ่งผลิตภัณฑ์ ประเภทอาหาร จำนวน 290 กลุ่มชุมชน โดยใช้แบบสอบถาม สถิติที่ใช้วิเคราะห์ได้แก่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และ Chi- square Test ผลการวิจัยพบว่า

ทางด้านเศรษฐกิจ: การดำเนินงานด้านการผลิตมีผลอยู่ในระดับสูงต่อความสำเร็จธุรกิจชุชมชน ในขณะที่การดำเนินงานการเงิน การจัดจำหน่าย การส่งเสริมการตลาดมีผลในระดับปานกลางต่อความสำเร็จ กลุ่มชุมชนส่วนใหญ่อาศัยภูมิปัญญา และวัตถุดิบภายในท้องถิ่นในการผลิต เงินทุนส่วนใหญ่มาจากสมาชิกร่วมกันลงทุน และกลุ่มชุมชนเป็นผู้จัดจำหน่ายเองเป็นหลัก มีการสร้างจุดเด่นและเอกลักษณ์ของผลิตภัณฑ์ เพื่อดึงดูดใจลูกค้า

ทางด้านสังคม: การดำเนินงานด้านการมีส่วนร่วมของสมาชิก และการพัฒนาทรัพยากรมนุษย์มีผลอยู่ในระดับปานกลางต่อความสำเร็จธุรกิจชุชมชน ในขณะที่การดำเนินงานด้านการรักษาภูมิปัญญาท้องถิ่นมีผลในระดับสูงต่อความสำเร็จ มีการถ่ายทอดภูมิปัญญาที่มีแก่เยาวชน และยังมีการต่อยอดภูมิปัญญาท้องถิ่นเดิมอีกด้วย

การศึกษาความสัมพันธ์ระหว่างการผลิตและการรักษาภูมิปัญญา พบว่าการวางแผนการผลิตและการสนับสนุนด้านการผลิตจากองค์กรต่างๆมีความสัมพันธ์กับการรักษาภูมิปัญญาท้องถิ่น แต่การปรับปรุงคุณภาพผลิตภัณฑ์ไม่มีความสัมพันธ์กับการรักษาภูมิปัญญา

ข้อเสนอแนะ: กลุ่มชุมชนต้องทำธุรกิจบนพื้นฐานของศักยภาพของตนที่ได้เปรียบ และพยายามช่วยเหลือตนเองให้มากที่สุด และต้องให้ความสำคัญกับการอนุรักษ์ภูมิปัญญาท้องถิ่นควบคู่กับการพัฒนาธุรกิจชุมชน เพื่อทำธุรกิจชุมชนให้ขยายตัวไปได้อย่างต่อเนื่อง อย่างไรก็ตามรัฐควรให้การสนับสนุนทั้งด้านความรู้ การฝึกอบรม ด้านการตลาด และด้านเทคโนโลยีแก่ชุมชน เพื่อช่วยให้ชุมชนสามารถพึ่งตนเองได้มากขึ้น

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CHAPTER 1
INTRODUCTION

1.1 Principle and Reasons of Study

As Thailand had faced in economic crisis in 1997, all people faced problems of living particularly people at grassroots. Therefore in 2001, the Government identified that the policy regarding poverty elimination for Thai people should be solved primarily on people at the bottom of Thai economy. The concept of self- reliance economy which has long been used in Thai society was applied. However, there are some limitations and it is not widely popular. Local wisdom of the community is implemented to maximize the benefits in order to increase people's income at the bottom of the economy as well as to strengthen the economy within the community itself. This policy is named by the Government as "OTOP" (One Tambon One Product).

One Tambon One Product Project is established in accordance with the policy of poverty solving transferred from the previous government to the present one. The objectives of the project are to create jobs, professions, and income for the people in order to produce and improve the quality of community products by applying local raw materials, resources, and wisdom. This is an attempt to encourage the products to be acceptable in the markets and have the renowned uniqueness which can create the increasing value and lead to the permanent profession of community members. Moreover, the project is the process of community economic development based on the self- reliance. The significance principles are the support of local wisdom to international level, self-reliance and creative thinking, and the human resource improvement. All of these can lead to the development in professions of people and the community strengthening in order to continuously develop the community and create the stable self-reliance.

The government supports the community in the modern knowledge and management to bring the community products to both domestic and international market. Then the government launched a lot of campaigns and project to promote OTOP products. Lot of advertising via television, newspaper, radio and various types of media showed the big effort to increase name recognition and to promote the sale. Many OTOP centers areas were established in order to provide more convenience for consumers such as Thailand OTOP Plaza at Pratunam center, OTOP Shops at Thailand Export Mart, and OTOP centers in many provinces. Furthermore, many OTOP festivals were established to stimulate sales, examples of these festivals are OTOP City Fair at Impact Exhibition Center, Muang Thong Thani, Nonthaburi. Nowadays, social popularity of consumers in response to OTOP products greatly occur which result in an increase in product manufacturing. Products can be categorized into 5 product lines: 1) foods; 2) drinks & beverages; 3) clothing; 4) utensil and souvenirs; and 5) herbal products that are not foods and medicines. In terms of producers, there are community producers and SMEs, which include limited partnership, company limited, co-operative, and factory.

In enabling success for OTOP project, marketing promotion, product quality and standard should be emphasized both domestically and overseas. As a result, OTOP Committee has organized OTOP Product Champion or OPC in order to classify quality level of OTOP products. Classification of quality level of the products is divided into 5 levels, from high level to low level.

Other policy to promote community products to the World is Kitchen of the World. Thailand is a significant food producer that is very popular among the foreigners. Besides the delicious outstanding tastes, Thai food is also representing the refinement and usefulness for the health of the consumers. Thus, the government has in its policies to promote Thailand to be the Kitchen of the World. The procedure has been planned systematically. This includes, increasing an amount of the Thai restaurants that is the sign of good image to the country including the promotion of the tourist business and the export of the food products and as well other goods. The objective of the project Thai Cuisine to the World is to promote the Thai food to be

one of the five world food exporters with the highest creditability in safety, health and sanitation. Furthermore, to promote more export of raw materials and additional ingredients for Thai recipes.

According to both policies mentioned above, it can be seen that food products are being supported by both OTOP policy and Thai Cuisine to the World Cuisine policy. Therefore, it is interesting to find out how community producers, who apply local wisdom and technology to production of goods, successfully implement their operational strategy, and develop local products to meet the standard and become the best OTOP products.

As a result, the researcher is interested in conducting the research on the topic "Assessment of Community Business Performance Achievement: A Case Study of OTOP Enterprises for Food Products". The results of this research can be used as a guideline to implementation in different communities to enhance achievement of community business development.

By enabling people to have better standard of living through strengthening people's self- reliance at the bottom of the economy, from establishment of balance and equality both in terms of economic and social aspects, is in line with current government policy that accelerates poverty elimination from the community by self-thought, self-conduct, and self-problem solving in order to create stability and strength for country development.

1.2 Research Objectives

1. To study community business operation in both economic and social aspect.

2. To evaluate achievement of community business performance of OTOP enterprises for food products.

3. To understand problems and obstacles in operation as well as provide recommendations to operation in order to reduce or solve the problems.

1.3 Scope of Research

This research selected OTOP enterprises in the food category, which are classified as the best OTOP products 2006 which are rated as 3-5 stars, from all over the country. Information of the producers was derived from Community Development Department. Information was retrieved on December 7, 2006. This research only focused on the group of community enterprises, which included 290 communities in total.

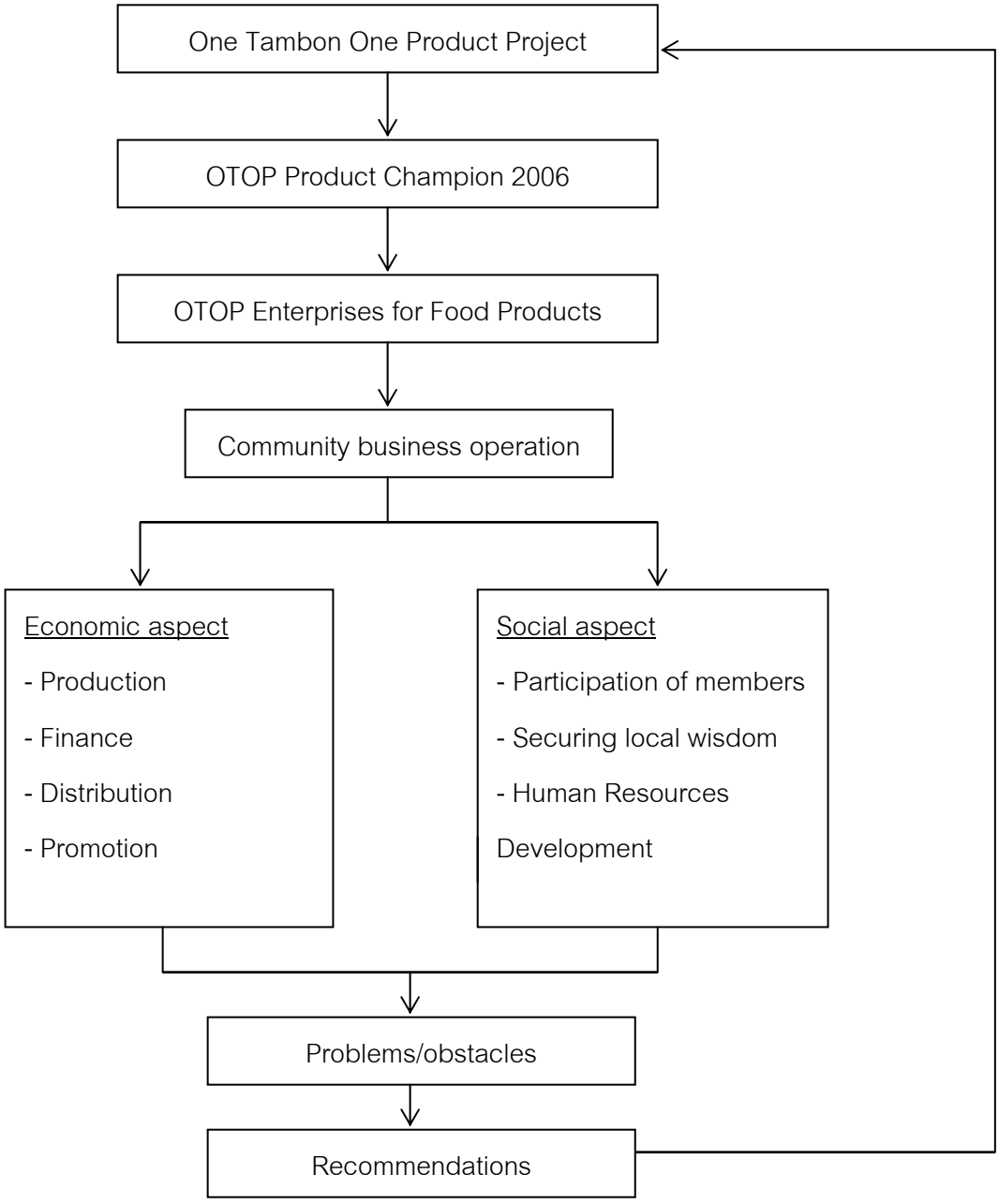


Figure 1.1: Conceptual Framework

1.4 Definition of Terms

OTOP enterprises means manufacturer that is a community, established by integration of people within the community in order to produce and sell OTOP food products and registered under the OTOP project.

Food Products means Fresh agriculture product such as vegetable, fruits as well as ready to eat or instant processed food including food used as a raw material for continuing industry such as pepper sauce.

Community leader means the person who acts as a chairman of the community as well as the person who work as a head of the community or the group with a purpose to conduct business together.

Economic aspect means the factors supporting community business with a process in terms of production, finance, distribution, and marketing promotion.

Production means the facts of products and level of operation consisting of production process, source of raw materials, characteristics of the product, product assurance, packaging, and organizations support.

Finance means the facts of group's fund sources and level of operation consisting of capital allocation and expenditure, accounting system, investment supporting, capital accumulation, and satisfaction income.

Distribution means the facts of distribution and level of operation consisting of distribution channel, areas of distribution, expansion of distribution, and distribution supporting.

Marketing Promotion means the facts of the method to attracting customers and level of operation consisting of planning for marketing and promotion, opportunity in exhibition, ability and knowledge on marketing and promotion and organizations supporting.

Social aspect means the factors supporting community business in a process relating to members' participation, securing local wisdom, and human resources development.

Participation of members means the facts of level of members participated, such as members participated in operation planning of the group, to solving group problems, to making decision on operation, electing group leaders or committee, training/seminars/group activities and job assignment to each member.

Securing local wisdom means the facts of the patent/intellectual of group. The level of securing local wisdom operation consisting of group production create securing of local wisdom, transfer of local wisdom to the next generation and group production create expansion of local wisdom.

Human resources development means the facts of the levels of human resources development operation, such as training organization between members, create recognition of people to love their community, community can think and do things by themselves and organizations supporting.

1.5 Research Benefits

1. Enable us to know business operation of the OTOP enterprises.
2. Enable us to know the level and factors that affect achievement of community business.
3. Enable us to know problems and obstacles which affect achievement of community business in order to improve the operation to reduce and solve problems.
4. To provide guideline to solve problems and obstacles of related parties in order to implement and apply to the community of good enterprises.

CHAPTER 2
LITERATURE REVIEWS

In the research of "Assessment of Community Business Performance Achievement: A Case Study of OTOP Enterprises for Food Products" the researcher has to reviewed many related literatures and researches to be the guideline in establishing the conceptual framework. The review is divided into the following topics:

2.1 Concept of community groups and community organizations
2.2 Concept of self-reliance of rural community
2.3 Concept of community economic self-reliance
2.4 Concepts of the Community Business Organization (CBO)
2.5 Concepts of Marketing
2.6 Concepts of OTOP
2.7 Related researches

2.1 Concept of community groups and community organizations

Group is an important factor in the development process. The process of group is a tool for community members to solve the problems by themselves, to learn, to e of empowerment, and to have bargain power to deal with other groups or persons. Moreover, group can promote the development on thinking by working together to create the leaning process and improve the way of community life.

2.1.1 The meaning of community groups and community organizations

Songsak Prayong (1992:12) defined that group means a person gathering for some operations to eventually create empowerment. If there is the establishment and operation following the specified direction, people will be confident and will participate more. Having much support from people, the group will expand broadly resulting in the higher power and abilities of group.

Jamnong Apiwatanisit, et al (1994:71) defined that group appear when at least two persons collaborate to conduct an action, for example group of university students, in organization, even mass of people temporarily as in movie theater, bus stop, sport field. Group can be people who share common nature as ethnic groups, children group, elderly group, the rich, the poor, farmers group, etc. This definition is too broad and would be more practical if defined as social group. Social group refers to collective individuals that show pattern of interaction. Status of group members are assigned and accepted. This may be large or small group that mostly collaborates for some time both formally and informally either with willingness or being enforced as group member.

Samphan Techa-athik (1997: 67-68) defined that community organization as a congregation of at least two folk, wanting to have a relationship within or outside their villages without a real restriction. They have the same goals, a leader and participate in activities to develop their communities.

Nalinee Tanthuwanit (1995 cited in Somphan Techa-athik, 1997:2-3) gave several definitions about a folk or community organization as follows:

1. It is a congregation to carry out village activities, such as, Savings group, Rice Bank, or Integrated Agriculture group.
2. It may combine several village activities together.
3. It may integrate similar activities from villages under a network, such as, the Folk Organization for Isan Development.
4. It may negotiate with state policies or mutual interest of several villages, such as the Small Farmers Assembly.

2.1.2 Theory of group

Group as studied by Thongchai Santiwong et al (1983:104) possesses the following components.

1. Activity

Group members make group structure to facilitate dynamic activity, which is visible for people outside the group. Activities make differences and similarities

among group members visible. Activities also reflect effectiveness of group's production.

2. Relationship

Interaction is the responsive action among group members or roles of members. Such action is made through by the use of expression or symbolic tool. Group members made relationship in specific situation.

3. Preference

This is an attitude, feeling, and motivation of individuals that make group norms. In the study of group preference, one must investigate results of group activities, consider feelings and expression of group members.

The nature of these three parts of groups may be different. Though diverse, the result of the study will help in improving group performance.

Sin Suesuan (1987:23) explained 6 essential characteristics of a community organization as follows;

1. Organization can safeguard, solve problems and meet the needs of members and distribute the result equally.
2. Members have chances to participate in organization activities with the feeling of owner and shared ideology.
3. Organization must adapt itself to achieve its objectives, to maintain its stability and to develop the organization to grow and prosper.
4. Organization must have ability to work in system by itself.
5. Organization must be able to control factors within the community to grow according to its objective.
6. Organization must have a good leader who performs roles.

Siriorn Khantahat (1991:435) said that organizations which are established in society are different in term of objective and practice. Types of organization are divided according to objective, nature of owner, nature of relationship of members within the organization, and principle of practice within the organization as follows;

1. Divided by objective of establishment
    - Mutual benefits organization: political party, association, cooperation etc.
    - Business organization: company, store and a bank.
    - Public organization: ministry of government, government department etc.
2. Divided by nature of ownership
    - State organs organization, which is organization that own by the government, such as ministry of government.
    - Business organization, which is organization that own by private party, such as company.
3. Divided by members relationship within the organization, which can also be divided into two categories;
    - Primary cell organization, a native organization in which members have close relationship with each other, such as family and group of friends.
    - Secondary organization, organization that its members have reason in relating to each other. Relationship result from and responsibilities determined within the organization.
4. Divided by rules and practices set within the organization, which can also be divided into two categories;
    - Formal organization is a formation type of organization. This type of organization has its own structure form and own set of rules in its practice and tradition. It also has a set or line of command, procedure, level of command, task description, controlling system and has a unity of command.
    - Informal organization is an organization without formality. It had no structure, no set of rules or practice and also has no set of relationship. It has no task prescribed for each person. Objective and goals depend on satisfactorily and voluntarily.

Supatra Supap (1994:100) suggests that we rely on at least on two groups, biological group (such as gender group) and other common core such as religious groups, sharing same nationality or mode of communication.

Clear segmentation of groups is a complex issue depending on the objective of the segmentation, situation, goal, and criteria for the action. Segmentation to make group should be simple and practical.

Yod Santisombat (1994:147) said that besides clan, group of relatives, there are various types of groups especially those sets up as social groups and organizations. These set-up groups must have at least for basic components.

1. Specific qualification of group members that is justified by type and nature of group is a part of group. This depends on activities that group will carry out.
2. Shared benefit and intention of group members.
3. Structure and framework of group must be specified.
4. Group/organization members must be proud to be a part of their organization and be active part of specific group activities.

2.2 Concept of self-reliance of rural community

2.2.1 The meaning of self-reliance of rural community

Kanjana Keawthep (1987) gave the meaning of self-reliance for two reasons.

1. Individual way and also including family.

2. Gathering way means (society) that the citizens can response their needs from self-dependent by working with someone else to get through the purpose and the objective.

Self-reliance is the way to live like a free. They have both individual and group.

Self-reliance is an agreement and faith in your own ability to work something well without depend on someone else.

Pakorn Priyakorn (1992:52) defined self-reliance is not the same as a solitary or alone but it is the way that we can choose for develop the policy and guidance Summary

Self-reliance is the way to control your own status, family and community by your ability without any under control by someone or some groups. It has the way to select or predict its own future.

2.2.2 Theory of self-reliance of rural community.

Jaruwan Tammawat (1988: 101-103) said that self-reliance is good for the same race, religion, language and also the same area of living. It will expand from the relatives to neighborhood. The younger one will depend on the older one like a circle of life. Especially the way to manage with the resources in everyday life.

So the self-reliance will do within the community or between it. It mixed and consists of social structure as production system, control system, religion and will relate with local area. So everybody will get more comfortable and they also can develop the society.

Banthon Orndam and Wiriya Noiwong (1990) said that philosophy self-reliance is the process to develop and continued by planning, participating of the citizen (small group of the farmer) and also create small informal group for training. For example, small group of farmer, small group of fishermen and labor in the remote area. The highlight of the objective is development local area project as the changing of the structure, the necessary of economic adaptation.

Anake Nakabutra (1992) said that wisely self-reliance the wisdom of Self-reliance comes from long term learning in the past. The local wisdom is different from the city wisdom – planning, doing and measuring.

Agricultural Self-reliance is the way to produce or make a good thing that cans response their basic needed of the family or community response. On the other hands, it can find and make basic factor of produce. Not depend on the systems because it is not in the hands of the farmer.

Self-reliance of the nation is very necessary for the local area especially for the farmer. If they do it carefully they can grow more and help themselves to survive. They will not depend on the market and loans so they will depend on their neighbor or relatives. They still survive from the world economics crisis.

Sanya Sanyawiwat (1993) said that the self-reliance of rural communities is depended on 5 aspects. They are reliant on their technology, economy, social, natural resources, and psychology.

1. Technology Self-reliance is shown as quality and quantity of equipment technology, for example, equipment, overhead, and social technology, which are project planning, management skill and socialized characteristics. Self-reliance also includes effective utilization and proper maintenance. The technology consists of not only new learning but also original knowledge, or “folk wisdom”.

2. Economic Self-reliance is the ability to live in terms of economy (having a career), that is to have a stable and sufficient income.

3. Natural Resources Self-reliance, natural resources are natural inputs available in the community or easily assessable to it. This self-reliance means the utilization, protection and maintenance of existing natural resources.

4. Psychological Self-reliance is the strong psychology required to deal with and obstacles encountered in their jobs, the progress of development of their lives to self-control from passion, greed and obsessions which beyond the limit.

5. Socio-cultural Self-reliance is the situation that a group of people has a tight relationship, with a great leader. He can lead his team to perform their duties in order to reach targets effectively. This could be achieved by his group directly or by external cooperation.

2.3 Concept of community economic self-reliance

2.3.1 The meaning of community economic self-reliance.

Sankitt Piriyarangsan, (2001:25) said that economy self-reliance uses in mixed agriculture, rice, vegetable, orchard, farm and knitting the natural fabric. It is like the basic of imagination but we have to think about the geography and local resources of they own together. At the beginning the farmer cannot work by hem all but have to lean to someone for 10 percent, 20 percent to make a familiar with that before.

Economy self-reliance is not against trading or changing in the market but emphasis family economic. The farmer will think about how to bring their products to the market not the market like this time.

Vichitwong Na Pompetch (1986;1) supported Sangsit Piriyarangsan's line of thought that depending on country's own strength in economic affairs doesn't mean that the country has to have a solitary economic system. On the other hand, depending on the country's own strength in economic affairs is the ability to manage the balance between production and the extending of the needs of society, and between saving and the scope of investing. Anyhow, the country which can rely on oneself should be able to produce and supply both goods and services according to the basic demands within the country and able to manage the balance of exchanging goods and services with other countries in the world.

2.3.2 Theory of community economic self-reliance

Sangsit Phiriyarangsan (1998) said that the difference between the self-reliance economics and the market-oriented economics is the sustainability of economic groupings of people in community. Under the market-oriented economics, this economic grouping is available in large numbers of group but it is difficult for them to have long term futures. On the other hand, self-reliance economics accepts and promotes the community, which would like to change from the self-sufficient level to a trading level of capital ownership/ entrepreneur. It is proposed that raw material, labor, skill, capital and business strategies have to be under decision making control of community members and self-determination. Government is only the supporter in term of information, management knowledge, and research and development sponsor for production and technology development, including regulation improvement to develop community economy.

Prawet Wasi (1998) referred to 5 important factors that drive the concept of community economic development.

1. King royal speech and advice, about the development directions in many patterns, for example, The New theory of agriculture and the economic sufficiency.

2. The Eighth national development plan is focusing on strong and participatory community.

3. The new constitutional law with scattered articles, but are connected as a structure to promote social strength in the basic level. It is to revolutionize the basis of society.

4. Buddhism emphasizes on the self-reliance, kindness, sufficiency, community being, balance, clearness, peace and brightness.

5. Thai style originally focused on caring and being together. It is cultural community, which is broken by new concepts of development. It then pushed Thai society development backward to overcome the crisis by going back to the original style of care and community potential.

2.3.3 The strategy to develop community economic self-reliance

Community economics is different from mainstream economic guidelines or capitalism as there is a development of learning by the community. As well, there is a building-up of community capital, social, research process, mixture of varieties, and process of community network.

The Ministry of Interior (1998) set a strategy to develop economic self-reliance in the community. There are 5 themes, which are

1. To solve the national economic problem occurred from the community or the agricultural sector. Community dependency is the key part of community economy. Coordination among people strengthens the whole community by generating the cooperation in production, such as the mixed agriculture in his Majestic the King's new theory. Farmers who have small farmland should have pools and water sources for farming. These are also protection and resolution measures for the lack of water resources during the summer season. This implementation should be emphasized by both public and private.

2. Economic activity is a tool to group individual together. It will connect relationships among members since they can understand and recognize its benefits.

3. People that have been gathered in group long time ago; some of experience problems, whist others are successful, and are able to be self-reliant. However, these groups are scattered through out different areas, without any connection. Therefore, they should be supported to develop a network system to create strength in their communities.

4. Marketing is a basic problem of agricultural or household industry sectors. The solution could be served by setting up discount markets or community groceries in each area to provide a distribution channel for producers and farmers.

5. People in rural areas still lack a consulting team to advise or discuss the communities' problems. Therefore, a community economy forum, in every unit of district should be set up. This will provide a discussion point to exchange ideas and search for the best and most appropriate solutions.

The development of economic self-reliance in the community is one of the methods to allow society to depend on itself in a market-oriented economy. This concept focuses more on relationship among people than on business benefit. The factor that promotes this type of development is the royal speech of the king about the self-sufficient economic system. The eighth plan promotes community strengthening. The new constitutional law (1997) also stresses on the creation of community from the basic concepts of Buddhism, which are self-reliance and self- sufficiency, and in the original Thai style of living, caring and kind.

The Ministry of Interior stated in the development strategy about economic self-reliance that to solve national economic system could start from rural community by supporting them to depend on in their own economy. It could support group participation and knitting people as network of economic activities. We can conclude that public sector should provide and support meeting for many communities to exchange economic issues and discuss ideas. And also the setting of community markets to facilitate marketing of local products.

2.4 Concepts of the Community Business Organization (CBO)

2.4.1 The meaning of Community Business Organization (CBO)

Narong Petchprasert (1999:89) said that CBO was referred to activities related to productions, goods exchanges or the financial services or others, provided for people to gain profit, which were resulted from the economic activities. By economics, ownership was considered from possession and controls of production by the owner's purposes. So, considering any businesses belonged to the community needed to view production factors (capital, land, labor) that to what extent the local was empowered of controls and possessions to achieve goals.

Sinee Chuongcham (1996: journals of researches and development referred in Boonthan Piasaai, 2000:22) said the CBO was a dimension of a new step to change the community roles from the past that most were only the producers into the reproducers and distributors by themselves. The CBO was from the real needs of the community meeting the local cultures of the business affairs and they should not affect their environments. Had it been industrial, it should be clean industry with co-investments and community/organization sharing. Members were authorized to decision-making on management and fair benefit allocation.

The CBO by definition of the Subcommittee on Rural Development Planning of the Natural and Environmental Resources and Progress Diversification to Regions (cited in Direk Sarawadee, 1997:49) said that the CBO was referred to a club or a cooperative or any names used with or without registration to be an organizations originated from voluntarily grouping to do the community business, with common objectives and idealism and run by the community. The members shared in investment, management, and shared interest resulted from the business. There was common learning without fail in the working process to handle problems regarding economy, spirits, social, culture, and environment. There was the natural leader of both masculine and feminine ones through the common working process.

The CBO by the definition of the researcher was referred to a grouping wither by registration or non-registration, i.e. Groups, clubs, associations, and cooperatives having members co-producing, managing, and benefit sharing. With basic principles of an OTOP project, it was found that its entrepreneurs are a group, it was counted a CBO. So, it should be originated from groping of the community members relying on production means mainly existing in the locality for business affairs and did not affect the community environment. Members shared investment, co-decision-making, management, fair benefits sharing and having a group leader.

2.4.2 Theory of CBO

The idea of "community business" Is a business which own by community and having rights and administrative powers to seek profit for its member. The idea of community business might be developed by the social thinkers who believe that if individual corporate in group for mutual economic and social benefits by using their ability, ambitiousness and intelligence without government help, they can increase their economic level, standard of living. And with this belief, the thinkers then would like to see the integration of people in society such as labor, farmer. The thinkers in this field are Robert Owen, Charles Fouriers and Louis Blanc. (Narong Petchprasert: 1999)

2.4.3 Elements of community enterprise

Elements of community enterprise at least are (Seree Pongpit, 2002:28)

1. Community is the owner and the processor.
2. Production comes from the process in the community.
3. Creativity is an innovation of the community.
4. Base of local wisdom mixed with global ones.
5. Integrated processing by networking all activities in a systematic manner.
6. Learning process is the key.
7. Self-reliance is the goal.

2.4.4 Goals for development of community enterprise

Community enterprise has following goals (Seree Ponggit et al.,2001:24)

1. Support learning for community enterprise, of the community, by the community, in order that the community can solve its weakness and strengthen its strength. As well, the aim is for the community to make use of resources and society in an efficient and sustainable manner.

2. Build-up learning process and system for development for self-reliance by community covering all management aspects. There is system for production, modification, marketing, environment preservation, community welfare management etc. This is done by community organization or by its network in planning, proceeding, and in cooperating with government and other private sectors.

3. Develop economic-social system which is free, self-reliant, with appropriate management system in line with lifestyle and community culture. There will be low cost of management and an institute which people can rely upon.

4. Develop community economics which disperse the development in all parts of community, which is not a system where yield chances for those who are superior in economics or political aspects.

2.4.5 Success of the CBO

Settasiam (1997:31 referred in Suphanporn Promniyom, 2000:23) said success of a CBO rested on 3 final terms, i.e.

1. Having a leader with sacrifice, risk-taking and enduring till the end.
2. Having a leader and operators with skills, knowledge, long visions and if sacrifice was morality, skills were knowledge, and visions were ability, it was them concluded that it required a moral and able person to create the community business
3. Members diligently shared working. Participation involved brainstorming, co-working and co-reaping the benefits of collaboration: sharing profits, sharing loss, which grew the community business.

So, it success was relied on qualifications of the leader and having a leader and personnel well-equipped with knowledge, ability, and member-sharing.

Paiboon wattanasiritham (1991:59-63 referred in Suphaporn Promniyom, 2000:14-16) wrote about the household industrial business that it required administration, which referred to managing all things to be well fulfilled that contained,

- Thinking before doing should match each duty of what to do and their results
- Seeking sufficient qualified and proper men for the right jobs
- Clear order, understandable and satisfying persons who took order
- Build spiritual supports and allowing all high motivated in working
- Able to properly analyze and to solve arising problems and limitations
- Know how to analyze truth, reasons, and alternatives before deciding the best the best

- Precise booking on credit-debit, assets, liability and stocking
- Inspecting and following-up to find its progress, its performance any problems, improvements or development in each affairs and reflect to set approaches and techniques for common progression

So, the successful CBO was rested on effective administration containing co-planning, proper job allocation, recruiting proper and adequate personnel for the job, good directing, job motivating, problems handling, decision-making, accurate booking, and regular inspecting.

In conclusion, the entrepreneurs of the OTOP were counted a CBO. So to study its success would have lead to know factors relating its success, qualifications of the leader, having a leader and personnel equipped with knowledge and ability, members sharing, co-planning, proper job allocation, proper recruitment meeting the jobs, good directing, working motivation, problem handling, decision-making, accurate booking and regular inspections.

2.4.6 Factors determine success for failure of CBO

1. Financing: the principle is to depend on own financing, using own money. The benefits are no interest burden, more freedom in operation and control. On the other hand, borrowing means interest burden, financial liquidity depends on external factor, which exposes to uncertainty risk of obtaining required capital.

2. Market factor: In term of both abstract and concrete form of market. Besides an ability to forecast demand and supply, market and certain and adequate market's access channel are factors determine community business's success.

3. Input factor: The readiness of input, knowledge, skill and ability to process input into competitive product. Lack of this factor is an obstacle and risk to failure.

4. Management and administration factor: community business manager is responsible for managing of financial system, operation system and personal system. Financial system starts from an ability to raise and reserve capitals, managing cash-flow such that there is no liquidity problem, efficient expenditure according to business and member's benefit. For operating system, in general, community business usually has unclear or uncertain operational system. In practice, they use the system of co-contribution. However, the important factor lays on the ability of leader to

effectively motivate, plan, control and evaluate the works of his/her colleagues. The personal system of community business must use system of qualitative motivation, leader acceptation and system of tradition punishment using social sanction. Whether this kind of personal system is efficient, depends mainly on honesty, merit, ability and sacrifice of workers. And these characteristics assure the success of community business.

5. Leader factor: In general, villagers usually lack of initiation to become leader and not accept person who think or act differently form them. As a result, natural leader must be patient to overcome obstacle and build-up people acceptance.

6. Labor factor: In most community business, the production relationship would be in form of employer and worker. Right to the pre-determined quantity and quality of product and cannot is intervene the production process. On the other hand worker, whom mostly is a contracted manufacturer, receives only the contracted revenue. The form of relationship in most community business are self-employed, however, there might be integration for production, trade. The community business might face a critical problem of the lack of labor because new generation neither wants their parent' work nor remember skills needed to do their work.

7. Member participation factor: From the organization objective of remained and expanded community business, the member must be pro-active in their participation not a taker. Unlike the usual way of taking from government. The pro-active participation starts from participate in thinking, making decision to operating such as fund raising, holding shares, sharing of knowledge, skills and resources to community business.

8. Community regulation factor:Community regulation must be agreed by members, being appropriate and prudent in order to prevent any damages. This factor needs carefulness and preparation.

9. External interaction: The relationship between community business and external organizations, which are government agents, academic institutions, private development bodies and private businesses, are in both positive and negative term. The positive relationship is the mutual corporation to support and create success. The negative relationship is the carefulness, learning and negotiation in order to prevent negative results such as taking of advantages by the outsiders.

2.5 Concepts of Marketing

2.5.1 The meaning of Marketing

McCarthy (refered in Pilaiwan Prakobphol, 1991:2) said “marketing’ was a business activity to allow goods and services diverse from producers to the consumers to meet their needs and satisfaction and it led the activity to also achieve goal.

“Marketing’ was a business activity to allow goods and services diverse from producers to the consumers. (American Marketing Association-AMA referred in Pilaiwan Prakobphol, (1991:3)

Pilaiwan Prakobphol, (1991:3) said “marketing’ was a business activity to meet the human needs in goods and services through exchanges and transactions.

Hanson (Praphan Chuongbhusri, 2001:17 referred in Krit Poonkasem, 2003:32) said, “marketing’ was a process seeing the human necessity and needs and to analyze to find goods or services to meet those needs.

Phillip Kotler (referred in Banyad Jullanaphan et al, 1991:3) defined that it was a human activity acted to find response to satisfaction and needs rested on the exchange process.”

William Stanton (referred in Banyad Jullanaphan et al, 1991:3) said it was a reaction system of business activity related to planning, pricing, promotion and distribution of products and administration to meet the needs of the existing and the future consumers.

Banyad Jullanaphan et al, (1991:3) said it was a logistics ad or administration from the producer to the end-users either through advocators or not to meet their satisfaction and needs through different activities.

2.5.2 Theory of Marketing

Phillip Kotler (referred in Pilaiwan Prakobphol, 1991:52) said the marketing mix was the set of controllable marketing variables that the firm blended to produce the response it wanted in the target market.

The market mix: 4Ps were referred to product, price, promotion and place/distribution, which were controllable and applied with proper proportion to build motivation and responded to the needs of consumers or the targeted market. (Pattrawut Nakhoonsong, 22004:25-27)

1. Product – it was referred to what were offered for selling in business to satisfy the needs of customers. The offered might be tangible and intangible. So, product contained goods, services, thoughts, places, organization or personnel. They needed to be utility, and value in the eyes of customers so the goods could be sold. They also required designs or improved to meet the more demands of the markets and the customers particularly the niche market. It required R&D to improve the demanded goods for consumption. To set strategies for goods required following factors.

1.1 Product Differentiation and Competition Differentiation

1.2 Product Component e.g. basic usefulness, shape, nature, quality, package and brand

1.3 Product Positioning to create differentiation and spiritual values to targeted groups

1.4 Product Development to make it new and well improved which required ability to better respond to the customers' needs.

1.5 Strategies of product mix and product line

2. Price- it was referred to products in from of money, and cast. Customers would compare between value and price. Had value been higher, they would buy. So, it required precision and appropriation to mechanize their attraction. Pricing then needed considerations of competition in the targeted market and reaction of customers against different price. So Strategy of pricing required (1) perceived valued customers examined from their acceptance in the higher value than the price, (2) related cost and expenses, (3) competition, and (4) other factors.

3. Promotion – it related to communicating information to the targeted market to build attitude, and buying habits. Communication might use personal selling and non-personal selling. The communication devices are optional by appropriation but needed Integrated Marketing Communication: IMC, which contained 5 factors, i.e.

3.1 Advertising- it proposed impersonal patterns to support thoughts, goods or services containing creation strategy and media strategy.

3.2 Personal selling – a report activity and motivating market through person implementing personal selling strategy and sale promotion

3.3 Sale Promotion – a supportive activity beyond advertising, selling through sales persons, reports and public relations, which might arouse interests, experiment or finally buying or through other persons within 3 channels of sales promotion, i.e. (1) consumer promotion, (2) trace promotion, and (3) sale force promotion.

3.4 Public Relation and Publicity – implementing planned programs to promote or to protect the images of the affairs or any goods. Reporting was to propose an idea about relation was referred to a planned attempt of an organization to build attitude toward an organization among any groups. Reporting was an activity in the public relation.

3.5 Direct Marketing or Direct Response Marketing and Online Marketing were communications among targeted groups to gain direct response or any techniques marketers used to directly promote products to the customers and gained immediate response through motivated reaction activity. Communications contained (1) direct telesales, (2) direct mails, (3) direct catalog, and (4) TV Radio or Newspaper sales.

4. Place or Distribution – it was the channel structure containing institution and activity to move products and services from an organization to markets. Institutions moved products to the targets were the marketing institutions. Activities helped distributions were transportation, warehousing, storing, and distributions, which contained 2 parts, i.e.

4.1 Channel of Distribution was referred to routes where products/patents were changed to markets through channel distribution encompassing producers, middleman, and consumers or users in the industry.

4.2 Market Logistic was referred to activities related to movement of products containing (1) transportation, (2) storage and warehouse, (3) inventory management.

Improving 4Ps as above were close related and relatively vital to decide all 4 factors to meet the volatile markets in order to best satisfy customers, i.e. right product, right place, right promotion and right price.

2.6 Concepts of OTOP

2.6.1 Backgrounds and Significance of the project

In 2001, Thai Government had established the “One Tambon One Product” or “OTOP” policy in order to solve the county’s poverty issue, to build the strong economy in the long run, and to facilitate prosperity. OTOP was initiated by the inspiration from the One Village One Product, which was originally started in Oita Prefecture in Japan. The OVOP aimed to improve upon/refine the locally available resources and produce goods that are acceptable internationally. Therefore, the Thai government has been promoting the local industry through the manufacturing of attractive specialty products based on the abundant native culture, tradition and nature. OTOP is a project aimed to empower the local villages with the capacity to develop one unique major product of their own that also possesses strong characteristics attribute to each of the local areas. OTOP policy was initiated right along with the supportive policy of SMEs, both of which are regarded as laying the economic foundation of the country. In essence the policies of OTOP and SMEs have one goal in common, which is the attempt to strengthen the small business units all over the country for the benefit of country’s, sustain economy. The only difference is the OTOP policy stresses the capability of community to self-reliance, to generate job and income by using its local wisdom and local resources, and to promote future walks of life from generation to generation. The slogan of OTOP is “OTOP policy development from the grass root to the economic roots”

The OTOP Philosophy

Three Basic Principle of OTOP were (Department of Rural Development, 2004:10)

1. Local Get Global; it was to implement the thinking process of the local to improve quality of goods or service and the local identity, so that they would be internationally accepted.

2. Self-reliance and Creativity; it was away to build the local potential by developing the local materials into the ready-made goods or services by the local wisdom, its identity, bringing income to the local and to better the local life.

3. Human resource Development; it is to rouse the local with hope to build their own income with challenge and the spirit of creativity and to crystallize them into the local goods or service from their own local wisdom.

Objective of the Project (The Regional Subcommittee of OTOP, no year of printing)

From the government policy announced in the presence of the parliament and by the ministerial regulations of Office of the Prime Minister on the National Directing Committee of the OTOP 2001 set its 5 objectives, i.e.

1. Create job and income in community

2. Strengthen community enabling to think and to do by itself in developing local

3. Encourage local wisdom

4. Develop human resource

5. Encourage community creativity to improve product responding rural lifestyle and culture.

2.6.2 Organizing the administration mechanism of project Administration

The government had set the ministerial regulations of Office of the Prime Minister on the National Directing Committee of the OTOP 2001, dated September 7, 2001 to establish a committee called “NDC-OTOP” appointing subcommittees to pursue regulations as follows:
(The Regional Subcommittee of OTOP, no year of printing: 9-12)

<u>The Central Authority contained</u>

- The Administrative Subcommittee

The minister of Finance was the chairperson and Office of the SME (Small and Medium Enterprise) was the secretary.

- The Subcommittee of Production Promotion

The Permanent Secretary of Agriculture and Cooperatives was the Chairperson and Department of Cooperatives Promotion was the secretary.

- The Subcommittee of Standardization and Quality Product Promotion

The Permanent Secretary of Commerce was the chairperson and Department of Export Promotion was the secretary.

- The Subcommittee of Regional OTOP

The Permanent Secretary of Interior was the chairperson and Department of Rural Development was the secretary

The Regional Areas contained

- The Subcommittee of Provincial OTOP

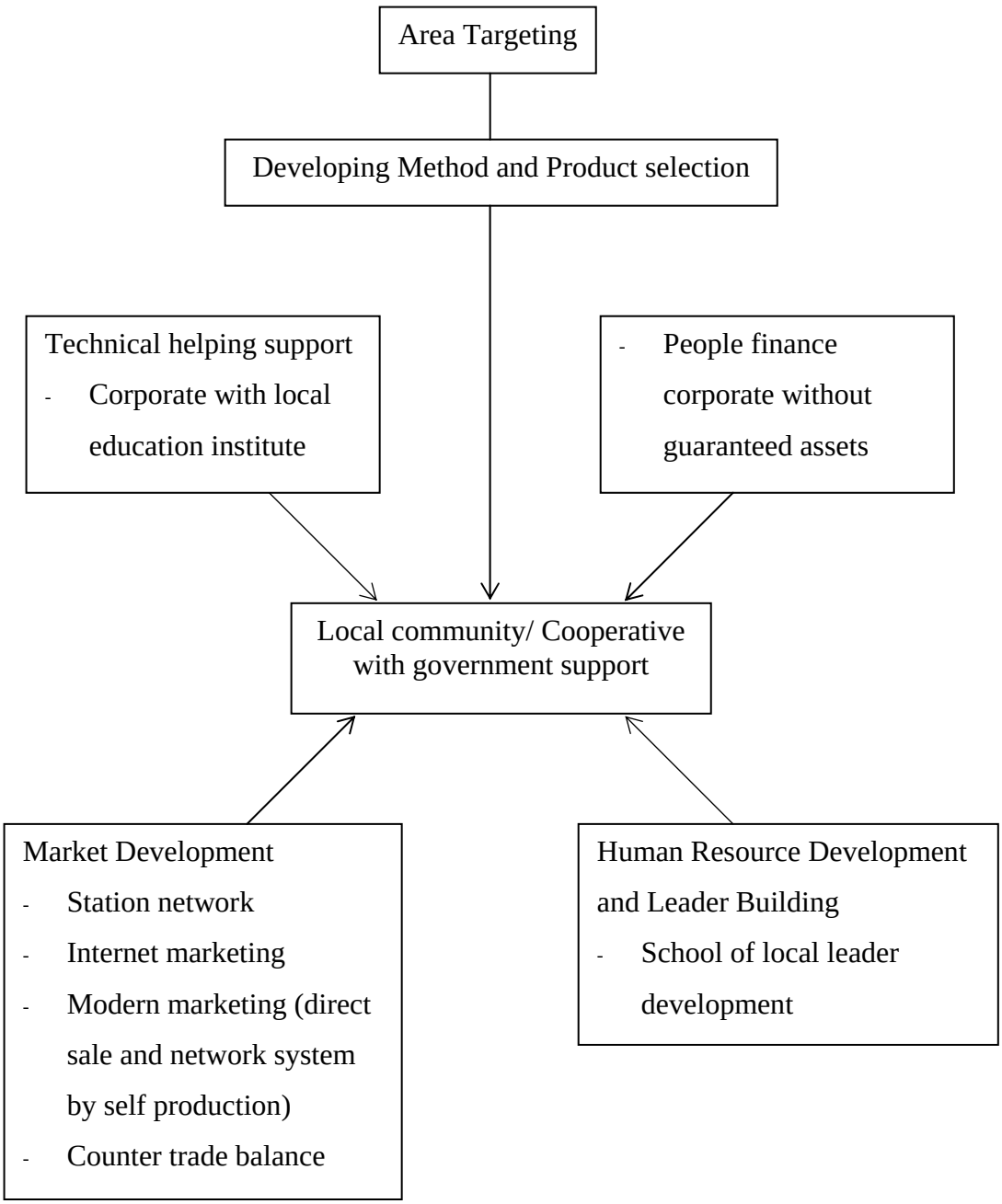
The governor was the chairperson and the provincial Rural Development was the subcommittee member and the secretary.

- The Subcommittee of District/sub district OTOP

The District Chief or the permanent secretary of sub district was the chairperson, the government unit was the subcommittee member, the rural development of district / sub district was the subcommittee member and the secretary.

Roles and Duties

Create knowledge and understanding of principles, concepts, and the OTOP philosophy to rouse consciousness and collaboration in the rural development, set action plan and activities, support with budgets in fulfilling the project of the province/district/sub district, integrate budgets from the government and the private sectors to improve quality and product quality, and expand market channels to distribute goods from the province/district/sub district.



Source; Choosak Detkriangkraikul, Nitas Kanawan, 2002

Figure 2.1: Visional process of the developing process OTOP

2.6.3 Standardization of Selecting Products

(Krit Poonkasem, 2003: 123-125)

The subcommittee set standard criteria for selecting products and divided standardized OTOP products into 2 groups, i.e. goods and arts and culture, sites and services as follows:

1. Standard Criteria in Selecting the OTOP Products

1.1 Primary Criteria – all kinds of goods for consideration needed to pass and they were free from any following natures, i.e.

- 100% imported materials
- Illegal or tax avoidance materials
- Counterfeited good or violating intellectual property
- Seriously harmful to community or environment

1.2 Groups of Goods under criteria for selection on potential or ready to be listed in the OTOP project. Criteria for considerations were divided into 2 aspects, i.e. (NDC-OTOP, 2001:1-4)

1) Goods Body containing elements.

Factors of production were examined from local resources or local raw materials and using the local wisdom for production or producing goods.

- Proportion in using raw material in production was referred to its quantity for production gained from the provincial area in ratio to the total material used needed to be more than 80%

- Local wisdom was referred to knowledge, skills and ability in production accumulated from life experiences, social, environments and inheritance.

2) Production was divided into

- Improving goods design was referred to the current products of the community differed from the previous ones.

- Goods quality was referred to it served the need of consumers, which was dived into 2 parts, i.e. quality goods certified by the Food and Medicine Organization such as foods and cosmetics and so on. The common goods which required labeling, i.e. tag, advice, instructions, keeping, and solutions. For example, the weaving goods informed fiber, how to clean and to keep and so on.

- Processing and environment was referred to techniques and processing by the community did not or least affects the community environments. In case of effect, the community shared or had solutions to handle the case.

3) Marketing - it was a business process designed to plan distribution examining the core cannels, numbers of channels, increasing sales volumes better than the previous year, market consistency and packaging, which were divided into:-

- Distribution Channel was referred to markets where goods were sold encompassing international and domestic markets at different levels, i.e. outside provincial markets, inside provincial markets and inside the district markets.

- Increasing sales volume compared to the previous year was referred to quantity of distribution within 12 months compared to the previous 12 months.

- Market consistency was referred to having markets to certainly cushion the community goods, constant orders or distribution such as regular orders of every 15 days or every month.

- Packaging was referred to packing, and tagging where the community packed their goods for consumers or buyers or able to transport goods to other places.

1.3 The Community Vigor or management containing the following factors

1) Factors for Production were divided into:-

- Number of members was referred to total number of producers in a community containing the group members and the family members or other people like employees but were not the group members.

- Age of the group since producing for sales was referred to number of years since began to produce for sales.

2) Production was divided into:-

- Production consistency was referred to duration in producing in each month, each year regardless seasonal.

- Process management was referred to systems used by the group in production were evident, under controls and quality inspection before distribution.

3) Marketing was divided into:-

- Ability of the group to find markets

4) Accounting and Financial Systems were divided into

- Fund of the group was referred to capital gained from running business of the group, dividends, shareholding of members of fund saving for running business.

- Book systems was referred to expense records, credit, and debit based on the accounting systems and transparent and able to know the costs, expenditure and earning of the group.

- Proportion of the investment was referred to ratio of values on equipment to run business of the group to total values of entire equipment.

5) Others were divided into:-

- Group management was referred to disciplinarily organizing the group, organizational structure with clarity, rules, regulations, code of practices either by written or common agreement.

- Network

2. Arts, Cultures, Places and Services

TAT (Tourism Authority of Thailand) criteria were used allowing the province to select and to propose TAT for evaluation.

3. Specifying Potential Level or Readiness of Community/Goods

Different elements were used for selection lucrative goods ready to be listed in the OTOP project and they were divided to 3 levels, i.e. high potentials, moderate potentials, and less potential.

4. The Directing Committee of OTOP had divided selected products by criteria and scores into 3 levels by market-based, i.e. local markets, domestic markets and international market.

2.6.4 Standardization of Selecting OTOP Product Champion

In 2003, the National Directing Committee of the OTOP (NDC-OTOP) conceptualized the OTOP Product Champion with objectives to allow the community products at grassroots an opportunity to standardize their products for exports in order to select champions of the provinces, regions and the country to organize the Local Links-Global Reaches. Consequences of the OTOP Product Champion in 2003 led to classifying 1-5 star products to prove approaches in product improvement at each level. This created benefits for product standardization to meet the consumers'

satisfaction through the provincial champion, the provincial groups and the country, i.e.

1. Exportable with Brand Equity
2. Continuous and consistent production
3. Standardization with quality and customers' satisfaction
4. Story of product

Standards of selection of OTOP Product Champion consist of 4 following parts (Standards of selection of OTOP Product Champion Handbook, 2004):

Part (A): General information consists of following factors:

1. Group name, numbers of members, product type, group leader, location, and way of contact

2. Group status

Part (B): Standards of consideration in production and community strength consist of 3 following aspects:

1. Production consists of following factors:

- Source of raw materials means quantities of raw materials from that province used in the production per total quantities of raw materials used in the production.

- Expansion of labors/productivities means numbers of labors, machines, instruments, or the increasing products in each year.

- Environment protection in the production in the production means how the production process effects the environment and whether there is a system in solving the problem or not

- Potential in producing bulk products for selling means how the products are still of quality when there are bulk orders for many times.

2. Marketing consists of following factors:

- Main sights of selling products mean the sights that the products are sold.

- Income from selling products equal to the previous year means the income from selling products in these 12 years are equal to the income of the previous 12 years.

- Continuity of market means the situation of having only new or old customer or both and how the purchasing orders is.

- Distribution channels means methods of selling products, for example, selling products by oneself, through agents both domestic and international, etc.

3. Community strength consists of following factors:

- Duration of group forming means numbers of years since the group started to operate the business or started to generate products for selling. The not-for-sell production or the group already formed but had not yet started the production are not included here.

- Source of fund means the source of money spent in the operation. The fund is derived from the shares of members and loans from financial institutes.

- Organization/group administration means the group administration with clear structure, rules and mutual agreement. The groups can be the officially registered groups and the naturally formed groups.

- System of account recording means the record of group income and expense

Part (C): Rules of product consideration consist of:

Product development which are,

- Source of styles, colors, and elements of products means how source of styles and color of products is.

- Development of products produced in one year round means how and from who the products are developed.

- Container development means the change in styles of the containers.

- Container styles mean the features of containers.

Part (D): Standards of consideration in product standard

- Food products in the cases of fresh and processed products

- Beverage in the cases of alcohol and soft drink

- Costume in the cases of certified and uncertified products

- Wares and furnishing products in the cases of certified and uncertified products

- Artificial art works and souvenirs in the cases of certified and uncertified products

- Herbal products which are not food and drug in the cases of certified and uncertified products

The selection of OTOP Product Champion consists of factors which are general and specific criteria with the total of 100 points. The standards of consideration in production and community strength, products, and product standard are used in establishing product levels which are divided into 5 levels according to the points as follows:

- 5-star level: products of standardized quality or of potential in exporting (more than 90 points)
- 4-star level: products of potential which are domestically acceptable and can be developed to be internationally acceptable (between 70-89 points)
- 3-star level: products of medium quality which can be developed to become 4-star level (between 50-69 points)
- 2-star level: products which can be developed to become 3-star level with the periodical evaluation of potential (between 30-49 points)
- 1-star level: products which cannot be developed to become 2-star level because they have many weak points and difficult to be developed (less than 30 points)

2.7 Related researches

2.7.1 Research papers on the concept of community groups

Janthana Osokkraphan (1995: Abstract) studied the factors affecting the success in operation of the agricultural housewife groups in Pharanakhon Si Ayutthaya. The research revealed that the factors affecting the group success were 1) characteristics of group leader: the leader could help the members in making decision on group activities 2) psychological characteristics of members consisting of the satisfaction in the benefits gained from being members 3) group characteristics meaning the arrangement of monthly meeting to grant the members to participate in the activities and exchange opinion 4) group situation which was the annual net profits

division to justly pay the dividends and to collect the rest as the reserve fund for the operation of following year.

Therefore, the factors affecting the success in group operation were the characteristics of group leader, psychological characteristics of members, group characteristics, and group situation.

Buppha Sanphayao (1995: Abstract) studied the factors affecting the success and failure of the agricultural housewife groups in Lampang. The research revealed that the different group characteristics affected the success and failure of the groups which were the change in group size and collaboration of group members, personal characteristics, economical status, social status, and psychology. It was found that the member ages, educational levels, and agricultural income were not different with statistical significance. The different characteristics with statistical significance were the perception in the objectives of group members, group operation, and satisfaction of group members on the obtained benefits.

The variables affecting the success and failure of the groups were the change in group size, collaboration of group members, perception in the objectives of group members, methods of group operation, and satisfaction of group members on the obtained benefits.

2.7.2 Research papers on the concept of community business

Jaimanas Ploydee (1997: Abstract) Factors effecting the success and failure of community business studied by are factors on leadership, on membership, on external relationship, and on finance. The most important issue is the principle of self-reliance by the villagers. In addition, there needs to be cooperation from villages in activity participation. The case study for the failure of the community business has found out that financial factor is the key factor in the said failure. The inability to call for savings by the villagers lead to the reliance on external fund. While the case of success, there is a call for funds from village on a wide basis. There is also a trend for more and more villager participation which results in financial strength.

Tiab Loasuwan (1997: Abstract) studied on the characteristic of self-reliant community business management. It has found out that cooperative has been developed from the initiatives of the villagers and they have conducted their business under the concept of economics for self-reliance. It is called 3-leg business. It consists of capital, production, and marketing. The management of each element stresses on the learning process from actual practice. Each step will involve the participation from all parties concerned. Dominant features yielding the self-reliance are the focus on material development together with consciousness development, the focus on maximizing the use of local resources with the use of external resources only when appropriate and which will not be an obstacle for self-reliance principle. The focus are also on the development of participate learning and systematic management. Key issue of lack of revolving fund and unknown products are solved by mutual planning and problem solution which relies on the dedication and the attention of the leader and the participation from the members.

Thirawat Jarernrat (2001: Abstract) studied the community business as the way to stable development: the case study of Kudchum district, Yasothon. The research revealed that the factors affecting the success in community business operation were the participation of villagers or community members, honest and devoted leaders, abilities in accumulating fund, finding labors within the community management system that every member participate in every process of operation and examination, abilities in finding distribution channel and production, advantage in raw materials and skills in the production, regulations leading to the clarity in operation, and good interaction with the others.

The variables affecting the success were the collaboration, honest and devoted leaders, and abilities in accumulating fund, finding labors within the community, participation in the operation, abilities in finding distribution channel and production, raw materials, proficiency, regulations, and good interaction with the others.

Office of Educational Standard, Ministry of Education, and (2002: 167) studied the factors affecting the success and failure of business. The research revealed that there were many factors affecting the success and failure of business and the factors related to local development were factors of production, marketing, labors, finance, management, and interaction with the others, participation of members, leadership, and organization regulations.

The variables affecting the group success and failure were factors of production, marketing, labors, finance, management, interaction with the others, and participation of members, leadership, and organization regulations.

Sutthichai Harntrakul (2000:12) studied, 'Success of Running the Community Business: a case study of the community mills in Southern Isan (Northeastern areas)'. It was found that they were successful, had they run with following techniques.

1. Allowing members hold shards of the affairs to build ownership among members and being the low cast funding resources of operation
2. Allowing members to participate in management
3. Ability to run marketing consistently
4. Leadership roles required successful performances and equally diversified benefits to all members
5. Networking with outsiders to perceive information and to support reciprocal activities
6. Having auditable accounting system.

It was concluded that factors relating success of entrepreneurs were shareholding, ownership of members, participatory management, consistent marketing, leadership roles, networking with outsiders, auditable accounting system.

2.7.3 Research papers on the concept of OTOP

Sinan Nathakijjamorn (2003) studied "Factors Affecting Success of OTOP, Amphoe Chiangsaen, Chiangmai Provice. 10 OTOP entrepreneurs were investigated and there were divided into 2 groups, i.e.

1. The high successful entrepreneurs were referred to the group able to sell more than the less successful entrepreneurs gaining as the renowned products of the province and able to distribute at levels of regional, national and international markets.

2. The less successful entrepreneurs were referred to the group able to sell within their communities and less than the first group with unable to expand markets more.

So, success was examined by volumes of distribution and channels of distribution.

It was further concluded that

1. The high successful entrepreneurs received and understood information more than the less successful entrepreneurs.

2. The high successful entrepreneurs commented that cognition played leading role in production and market techniques. It helped know the needs of consumers for improvement and development to meet their needs. At the meantime, the less successful entrepreneurs were inadequate of cognition but inherited from generations by familiarity.

3. Well-preparation of entrepreneurs on ability of production and marketing were leading keys of the OTOP projects to success. The high successful entrepreneurs and the less successful entrepreneurs agreed and accepted on principles of production with its quality, systems and innovation marketing.

4. Well-preparation of entrepreneurs of spiritual supports – both the high successful entrepreneurs and the less successful entrepreneurs prioritized it such as rewards, and recognition, which added values and more accepted by consumers.

5. Well-preparation of entrepreneurs of capital – both the high successful entrepreneurs and the less successful entrepreneurs viewed that it was vital because the existing one was inadequate and the government needed to support more to gain better quality and quantity of the products.

6. Public relation – both the high successful entrepreneurs and the less successful entrepreneurs agreed that it was remarkable to help increase sales volumes.

7. Leadership Roles – both the high successful entrepreneurs and the less successful entrepreneurs agreed that the leaders were indispensable because they led the ideas and influenced people in communities either supporting with information, technique training on production and marketing including spiritual supports as well as united all to walk the same direction in order to invigorate the communities.

8. Supports from Government Offices – the high successful entrepreneurs saw that they were important and well supported from the office since beginning of the OTOP project and ore supports even the moment. The less successful entrepreneurs agreed the same but from the past they were unlikely supported by the government offices.

9. The Community Vigor – the high successful entrepreneurs prioritized grouping while the less successful entrepreneurs were unlikely grouping, which weakened them.

This research concluded that factors relating success of the entrepreneurs were perceiving and understanding information, cognition of production and marketing techniques, ability of production and marketing , spiritual supports, capital, public relation, leadership roes, supports from government offices, and that community vigor.

Pattrawut Nakhoonsong, (2004:2) studied, "Ways Increase Efficiency of Running OTOP Business among Food Reproduction Group of Ban Huay Suier Ten, Amphoe Namphong, Khonkhaen Province. It was said that running a successful OTOP business required endless its improvements on efficiency by investigating and checking the managerial process of the operations. It allowed realizing situation of operation, production, finance and fund, marketing and human resource administration including its flaws. It helped to improve the group enabling to produce quality products with identity responding the local cultures and enabling to distribute both domestically and internationally.

This research concluded that factors relating success of the entrepreneurs were investigation checking the management, production, finance and funds, marketing and the human resource administration.

Pornchai Pornprasertsuk, (2004: Abstract) Studied factors affecting decision making on purchasing of One Tambon One Product (OTOP) in Singburi Province. Data were collected from 400 people who purchased OTOP Products from 8 stores in Singburi. The study found that shampoo was the forth non-food OTOP product the respondents bought. The reasons of buying OTOP products were the quality of the products that were at standard (60.31%) and cheap price (55.8%). Majority of the respondents received OTOP information from radio (59%), television (56%) and leaflet/brochure (48.5%). Buyers were influenced by their families, themselves and their friends when buying OTOP. The study suggested that OTOP producers should develop better package because some consumers thought that the products were not clean enough and that prices of some products were higher than other products available in the markets. The study also suggested that there should be more distribution channel so the consumers can easily buy OTOP. Besides, price discounting and free gift strategy should be established in order to attract customers.

Survey of Ramkamhaeng Poll about OTOP policy (2002) indicated that the most critical problems of OTOP policy were the lack of capital fund, lack of markets to distribute the products, lack of production skill and knowledge and lack of government support. The moderate-level problem was about the quality of the products that does not comply with the standard.

Surachaichotipan et.al (2001) studied factors affecting the implementation of OTOP policy. The study found that one problem of implementing this policy was that the communities were lack of knowledge and skills about raw material, marketing, product development, packaging, management, financing, accounting, etc.

CHAPTER 3
RESEARCH METHODOLOGY

In the research of "Assessment of Community Business Performance Achievement: A Case Study of OTOP Enterprises for Food Products" was designed its Research methodology, population, instrumentation, data collection, and analyses as following procedures:

3.1 Research Methodology

In order to approach objective of research determine research method detail 5 step:

1. Preparation step composes; studies on qualitative data mean study on related literatures review, and related research. Studies on quantitative data mean check list of OTOP enterprises for food products follow OTOP Product Champion 2006 standard.

2. Research design step compose; population, determination, designation of Instrument, designation of data collection, designation of analysis and assessment.

3. Data collection step compose; tool analysis, tool distribution, and data collection.

4. Data assessment step compose;

- assessment by take questionnaire data to inspect compliableness of questionnaire at least 80% of total question.(Pornsri Sri-atsadaporn 1986:21-23)
- data assessment by statistic method and data transform of sample.

5. Reporting step compose publishing proposal issue of research result to thesis control committee for defense testing and take to correctly improve follow the thesis control committee, published completely report for present to the thesis control committee and graduated institute, Mahidol University.

3.2 Population

They were the OTOP enterprises for food products having the selection result in the national project of OTOP Product Champion 2006 in the levels 3, 4, and 5 stars, from all over the country. Information of the producers was derived from Community Development Department. Information was retrieved on December 7, 2006. This research only focused on the group of community enterprises, which included 290 communities in total.

3.3 Research Instrument

A questionnaire was used in data collection modified by the researcher based on concepts and theories of OTOP project, concepts of the community business organization, management in terms of economic and social aspects, and related researches.

The questionnaire consists of 5 following parts:

Part 1: General Information of the Respondents consisting of sex, educational level, and current work position of the respondent totaling 3 items. The question is multiple choice styles.

Part 2: General Information of group consisting of reasons for group gathering, duration for group operation, current numbers of group members, and current numbers of members in comparison to the first establishment totaling 4 items. The question is multiple choice styles.

Part 3: Factors supporting community business in terms of economic aspect divided into 4 sections.

Section 1: Production, asking for the facts of products and level of operation consisting of production process, source of raw materials, characteristics of the product, product assurance, packaging, and organizations support. The question is multiple choice styles for the facts. The level of operation is divided into 3 levels, low, moderate, and high.

Section 2: Finance, asking for group's fund sources and level of operation consisting of capital allocation and expenditure, accounting system, investment supporting, capital accumulation, and satisfaction income. The level of operation is

divided into 3 levels, low, moderate, and high. For the question on the group's fund sources used multiple choice styles.

Section 3: Distribution, asking for the facts of distribution and level of operation consisting of distribution channel, areas of distribution, expansion of distribution, and distribution supporting.

Section 4: Marketing Promotion, asking for the method of attracting customers and level of operation consisting of planning for marketing and promotion, opportunity in exhibition, ability and knowledge on marketing and promotion and organizations supporting. The level of operation is divided into 3 levels, low, moderate, and high.

Part 4: Factors supporting community business in terms of social aspect divided into 3 sections.

Section 1: Participation of members, asking for the level of members participated, such as members participated in operation planning of the group, to solving group problems, to making decision on operation, electing group leaders or committee, training/seminars/group activities and job assignment to each member. The level of operation is divided into 3 levels, low, moderate, and high.

Section 2: Securing local wisdom, asking for patent/intellectual of group, the question is multiple choice styles. The level of securing local wisdom operation consisting of group production create securing of local wisdom, transfer of local wisdom to the next generation and group production create expansion of local wisdom. The level of operation is divided into 3 levels, low, moderate, and high.

Section 3: Human resources development, asking for the levels of human resources development operation, such as training organization between members, create recognition of people to love their community, community can think and do things by themselves and organizations supporting. The level of operation is divided into 3 levels, low, moderate, and high.

Part 5: Problems/obstacles and recommendations of the group

3.4 Instrument Test

3.5.1 Researcher study from many document and research for consider component that affect to effectiveness and make completely question for thesis committee to check accuracy, clear up, linguistics and content validity.

3.5.2 Take modified questionnaire to test with not research sample (Pre-Test) total 20 data for test understanding of reader. The sample groups of Pre-Test select OTOP enterprises for food products that awarded OTOP Product Champion 2006 in the levels 2 stars. Then, calculate the value of confidence by using Cronbach Alpha Co-efficiencies, its value was 0.921. Later, improve the questionnaire again and use that for collecting data from the real sample groups.

3.5 Data Collection

Collecting of data in this study is executed through the making of letter from the faculty of environment and resources, Mahidol University to ask for the cooperation to answer the questionnaire. The letters and questionnaire were sent to the OTOP entrepreneurs by post when they had finished them sent back to researcher. The duration for operation was 1 month.

3.6 Data Analysis

Data analysis: using computer in the analysis by putting the data into the Statistical Package for social Sciences (SPSS). The researcher can process and quantitatively analyze the data using statistic as follows:

The question for the fact is multiple choice styles, using statistic value of percentage and frequency.

The question for level of operation is divided into 3 levels as follows:

Low	equals to	1	point
Moderate	equals to	2	points
High	equals to	3	points

Scores collected are grouped and analyzed to the assessment of community business divided into 3 levels based on size of class interval. (Auyporn Rungtrakul, 1998:14) as follows:

$$\frac{\text{Highest mark} - \text{Lowest mark}}{\text{Number of class}} = \frac{3-1}{3} = 0.67$$

Then, calculate the 3 levels of range in order to translate the statistical meaning. The researcher specifies the scales as follows:

3.00 – 2.34 means the operation of OTOP enterprises affecting community business performance achievement at a high level

2.33 – 1.67 means the operation of OTOP enterprises affecting community business performance achievement at a moderate level

1.66 – 1.00 means the operation of OTOP enterprises affecting community business performance achievement at a low level

CHAPTER 4
RESEARCH RESULT

A study on “Assessment of Community Business Performance Achievement: A Case Study of OTOP Enterprises for Food Products” was quantitative approach applying questionnaire in data collection among 290 cases. The researcher divided the result into 5 following parts:

4.1 General Information of the Respondents

4.2 General Information of Group

4.3 Factors supporting community business in terms of economic aspect

4.4 Factors supporting community business in terms of social aspect

4.5 Problems/obstacles and recommendations of the group

4.6 Test of Relationship

4.1 General Information of the Respondents

The result of general information of respondents totaling 290 groups, that came from OTOP enterprises for food products presented by sex, educational level, and current work position of the respondent. The details are described in Table 4.1 as follows:

Table4.1: Frequency and percentage for the general information of the respondents

Questions		**Frequency (N=290)**	**Percentage (100)**
1.Sex	-Male	66	22.8
	-Female	224	77.2
2. Educational Level	-Primary School	120	41.4
	-High School or equal	97	33.4
	-Diploma or equal	30	10.3
	-Bachelor's Degree	34	11.7
	-Higher than Bachelor's Degree	9	3.1
3.Current work position of the respondents	-Group leader	221	76.2
	- Assistant group leader	18	6.2
	-Group member	13	4.5
	-Group committee	38	13.1

According to Table 4.1, the research result of general information of respondents from the sample group which was the community business of OTOP enterprises for food products with 290 copies of questionnaires that:

Sex: Most of the sample group was female rather than male, 77.2% was female and 22.8% was male.

Educational Level: Most of the sample group had the educational level of primary school (P4-P7) for 41.3%. The lower was the high school or equal for 33.4%, diploma or equal for 10.3%, bachelor's degree for 11.7%, and higher than bachelor's degree for 3.1%.

Current work position of the respondent: Most of the sample group was the group leader for 76.2%. The lower was the assistant group leader for 6.2%, group member 4.5%, group committee for 13.1%.

4.2 General Information of Group

From the general information of group that came from OTOP enterprises for food products which answered the 290 copies questionnaires, presented by reasons for group gathering, educational level, and current work position of the respondent. The details are described in Table 4.2-4.3 as follows:

Table 4.2: Frequency and percentage of reasons for group gathering

Reasons for group gathering (can choose more than 1)	**Frequency (N=814)**	**Percentage (100)**
-To maximize profits	73	8.9
-To show identity and local wisdom	224	27.5
-To respond to government policy	131	16.0
-To generate income for people within the community	280	34.4
-To support the community unity	50	6.1
-To generate value added of products	37	4.5
-To leisure purpose	19	2.3
Total	814	100

It was found from Table 4.2 that reasons for group gathering: Most of the sample group thought that to generate income for people within the community was the most reason of group gathering or 34.4%. The lower was from show identity and local wisdom for 27.5%, from the respond government policy for 16.0%, from the maximize profits for 8.9%, from the support the community unity for 6.1%, from the generate value added of products for 4.5%, and from the leisure purpose for 2.3%.

Table 4.3: Frequency and percentage for the general information of group.

Questions		Frequency (N=290)	Percentage (100)
1.Duration for group operation	- Less than 3 years	37	12.8
	- During 3-6 years	99	34.1
	- More than 6 years	154	53.1
2.Current numbers of group members	- 1-10 persons	36	12.4
	- 11-20 persons	77	26.6
	- 21-30 persons	85	29.3
	- More than 30 persons	92	31.7
3.Group members comparison with first establishment	- Higher	187	64.5
	- Remain the same	78	26.9
	- Lower	25	8.6

According to Table 4.3, the research result of general information of group revealed the findings as follows:

Duration for group operation: Most of the sample group had duration for group operation more than 6 years for 53.1%. The lower were the duration of 3-6 years for 34.1%, and lass than 3 years for 12.8%.

Current numbers of group members: Most of the sample group consisted of members more than 30 persons for 31.7%. The lower was from 21-30 persons for 29.3%, from 11-20 persons for 26.6%, and from 1-10 persons for 12.4%.

Group members' comparison with first establishment: Most of the sample group had group members higher than the first establishment for 64.5%. The lower was group members remain the same for 26.9%, and from lower for 8.6%.

4.3 Factors supporting community business in terms of economic aspect

From the factors supporting community business in terms of economic aspect that came from OTOP enterprises for food products which answered the 290 copies questionnaires, presented by reasons production, finance, distribution and promotion. The details are described in Table 4.4-4.13 as follows:

4.3.1 Production

The result of factors of economic aspect of totaling 290 groups, which came from OTOP enterprises for food products presented by production process, source of raw materials, characteristics of the product, standardization of product assurance received and group operation in the production aspect. The details are described in Table 4.4 -4.6 as follows:

Table 4.4: Frequency and percentage classified by factors of economic aspect in terms of production.

Questions		**Frequency (N=290)**	**Percentage (100)**
1.Which sources were your production process and products from?	- Local wisdom - External local wisdom - External local wisdom developed within the community	226 2 62	77.9 0.7 21.4
2.Source of Raw Materials	- Within local area (tambon) - Outside local area (outside tambon)	239 51	82.4 17.6
3.Characteristics of the product	- Fresh food - Processed food	44 246	15.2 84.8

According to Table 4.4, the research result of factors of economic aspect of product revealed the findings as follows:

Which sources your production process and products were from: Most of the sample group had production process and products were from local wisdom for 77.9%. The lower were external local wisdom for 21.4%, and external local wisdom for 0.7%.

Source of Raw Materials: Most of the sample group had raw materials within local area (tambon) for 82.4%, and Outside local area (outside tambon) for 17.6%.

Characteristics of the product: Most of sample group was processed food rather than fresh food, 84.8% was processed food and 15.2% was fresh food. The minimum of product life was less than 7 days and maximum was more than 1 year.

Table 4.5: Frequency and percentage of standardization.

Standardization (can choose more than 1)	**Frequency (N=562)**	**Percentage (100)**
- Food and Drugs Administrator (FDA)	231	41.10
- Industrial Standard Institute (ISI)	36	6.41
- Community Product Standards (CPS)	223	39.68
- Halal	20	3.56
- Good Manufacturing Practice (GMP)	18	3.20
- Good Agricultural Practice (GAP)	14	2.49
- Q Mark	20	3.56
Total	562	100

It was found from Table 4.5 that Standardization: Most of the sample group received standard of product by Food and Drugs Administrator for 41.10%.The lower accredited by Community Product Standards for 39.68%, by Industrial Standard Institute for 6.41%, by Halal and Q Mark equally for 3.56%, by Good Manufacturing Practice or GMP for 3.20%, and by Good Agricultural Practice or GAP for 2.49%.

Table 4.6: Frequency and percentage of group operation in production aspect

How is your group operation in the following aspect?	Level of operation			Means	S.D.	Operation
	Low	Moderate	High			
1.Planning for production process	0.7 (2)	54.8 (159)	44.5 (129)	2.44	0.51	High
2.Quality control of production	0.7 (2)	14.5 (42)	84.8 (246)	2.84	0.38	High
3. Hygiene control in production	0	5.9 (17)	94.1 (273)	2.94	0.23	High
4.Product quality development *Missing = 3	1.4 (4)	17.6 (51)	80.0 (232)	2.79	0.44	High
5.Adequate production to meet market demand	1.4 (4)	42.4 (123)	56.2 (163)	2.55	0.53	High
6.Focus on packaging	1.4 (4)	35.9 (104)	62.8 (182)	2.61	0.52	High
7.Production support from other organizations (such as training, technology, and equipment) *Missing = 3	15.5 (45)	53.8 (156)	29.7 (86)	2.14	0.66	Moderate
Total				2.51	0.47	High

According to Table 4.6, the research result of groups operation in the production aspect revealed that most of the sample group had highly group operation in production with the means of 2.51. The details are described as follows:

Planning for production process: The sample group had highly planning for production process with the mean of 2.44. Examining by item, it was found that 159 cases or 54.8% most highly planning for production process.

Quality control of production: The sample group had highly quality control of production with the mean of 2.84. Examining by item, it was found that 246 cases or 84.8% most highly quality control of production.

Hygiene control in production: The sample group had highly hygiene control in production with the mean of 2.94. Examining by item, it was found that 273 cases or 94.1% most highly hygiene control in production.

Product quality development: The sample group had highly product quality development with the mean of 2.79. Examining by item, it was found that 232 cases or 80.0% most highly product quality development.

Adequate production to meet market demand: The sample group had highly adequate production to meet market demand with the mean of 2.55. Examining by item, it was found that 163 cases or 56.2% most highly adequate production to meet market demand.

Focus on packaging: The sample group had highly focused on packaging with the mean of 2.61. Examining by item, it was found that 182 cases or 62.8% most highly focus on packaging.

Production support from other organizations: The sample group had moderately production support from other organizations with the mean of 2.14. Examining by item, it was found that 156 cases or 53.8% most moderately production support from other organizations.

4.3.2 Finance

The result of factors of economic aspect of totaling 290 groups, which came from OTOP enterprises for food products presented by Group's fund sources and group operation in the finance aspect. The details are described in Table 4.7- 4.8 as follows:

Table 4.7: Frequency and percentage of group's fund sources

Group's fund sources (can choose more than 1)	**Frequency (N=548)**	**Percentage (100)**
- Members collaborating investing	233	42.6
- Loan from financial institutes	78	14.2
- Supporting fund from government bureaus	172	31.4
- Local loan	61	11.1
- Group leaders	4	0.7
Total	548	100

It was found from Table 4.7 that Group's fund sources: Most of The sample group had group's fund sources from the collaboration investing of members for 42.6%.The less were supporting fund from government bureaus for 31.4%, loan from financial institutes for 14.2%, from local loan for 11.1%, and from group leader for 0.7%.

Table 4.8: Frequency and percentage of group operation in finance aspect

How is your group operation in the following aspect?	**Level of operation**			**Means**	**S.D.**	**Operation**
	Low	**Moderate**	**High**			
1. Planning for capital allocation and expenditure	5.9 (17)	54.8 (159)	39.3 (114)	2.33	0.58	Moderate
2. Knowledge and understanding toward accounting system	12.4 (36)	77.6 (225)	10 (29)	1.98	0.47	Moderate
3. Capital investment support from other organizations *Missing = 1	50.9 (147)	42.2 (122)	6.9 (20)	1.56	0.62	Low
4. Planning for capital accumulation of the group	20 (58)	59.3 (172)	20.7 (60)	2.01	0.64	Moderate

Table 4.8: Frequency and percentage of group operation in the finance aspect (Continued)

How is your group operation in the following aspect?	Level of operation			Means	S.D.	Operation
	Low	Moderate	High			
5. Satisfaction toward income generation of the group *Missing = 1	4.2 (12)	38.8 (112)	57.1 (165)	2.53	0.58	High
6. Satisfaction of group members in terms of income distribution	4.1 (12)	44.1 (128)	51.7 (150)	2.48	0.58	High
7. Income of the year 2006 comparing to the year 2005	6.6 (19)	43.8 (127)	49.7 (144)	2.43	0.61	High
Total				1.74	0.58	Moderate

According to Table 4.8, the research result of group operation in the finance aspect revealed that most of the sample group had moderately group operation in the finance with the means of 1.74. The details are described as follows:

Planning for capital allocation and expenditure: The sample group had moderately planning for capital allocation and expenditure with the mean of 2.33. Examining by item, it was found that 159 cases or 54.8% most moderately planning for capital allocation and expenditure.

Knowledge and understanding toward accounting system: The sample group had moderately knowledge and understanding toward accounting system with the mean of 1.98. Examining by item, it was found that 225 cases or 77.6% most moderately knowledge and understanding toward accounting system.

Capital investment support from other organizations: The sample group had lowly capital investment support from other organizations with the mean of 1.56. Examining by item, it was found that 147 cases or 50.9% most lowly capital investment support from other organizations.

Planning for capital accumulation of the group: The sample group had moderately planning for capital accumulation of the group with the mean of 2.01. Examining by item, it was found that 172 cases or 59.3% most moderately planning for capital accumulation of the group.

Satisfaction toward income generation of the group: The sample group had highly satisfaction toward income generation of the group with the mean of 2.53. Examining by item, it was found that 165 cases or 57.1% most highly satisfaction toward income generation of the group.

Satisfaction of group members in terms of income distribution: The sample group had highly satisfaction of group members in terms of income distribution with the mean of 2.48. Examining by item, it was found that 150 cases or 51.7% most highly satisfaction of group members in terms of income distribution.

Income of the year 2006 comparing to the year 2005: The sample group had higher income of the year 2006 compared with the year 2005 with the mean of 2.43. Examining by item, it was found that 144 cases or 49.7% had higher income of the year 2006 compared with the year 2005.

4.3.3 Distribution

The result of factors of economic aspect of totaling 290 groups, which came from OTOP enterprises for food products presented by distribution, areas of distribution and group operation in the distribution aspect. The details are described in Table 4.9- 4.11 as follows:

Table 4.9: Frequency and percentage of distribution

Distribution (can choose more than 1)	**Frequency (N=648)**	**Percentage (100)**
- Self-distribution	287	44.3
- Distribution via governmental units	118	18.2
- Distribution via middleman	243	37.5
Total	648	100

It was found from Table 4.9 that distribution: Most of the sample group had self-distribution by 284 cases or 44.3%.The less were distribution via middleman by 243 cases or 37.5%, and distribution via governmental units by 118 cases or 18.2%.

Table 4.10: Frequency and percentage of areas of distribution

Areas of distribution (can choose more than 1)	**Frequency (N=593)**	**Percentage (100)**
- Local distribution	280	47.2
- Domestic distribution	258	43.5
- International distribution	55	9.3
Total	593	100

It was found from Table 4.10 that areas of distribution: Most of the sample group had local distribution by 280 cases or 47.2%.The less were domestic distribution by 258 cases or 43.5%, and international distribution by 55 cases or 9.3%.

Table 4.11: Frequency and percentage of group operation in distribution aspect

How is your group operation in the following aspect?	**Level of operation**			**Means**	**S.D.**	**Operation**
	Low	**Moderate**	**High**			
1. Planning for distribution	8.6 (25)	64.1 (186)	27.2 (79)	2.19	0.57	Moderate
2. Expansion of distribution channel	11.7 (34)	60.3 (175)	27.9 (81)	2.16	0.61	Moderate
3. Distribution support from other organizations	31.1 (90)	49.3 (143)	19.7 (57)	1.89	0.70	Moderate
Total				1.98	0.63	Moderate

According to Table 4.11, the research result of group operation in the distribution aspect revealed that most of the sample group had moderately group operation in the distribution with the means of 1.98. The details are described as follows:

Planning for distribution: The sample group had moderately planning for distribution with the mean of 2.19. Examining by item, it was found that 186 cases or 64.1% most moderately planning for distribution.

Expansion of distribution channel: The sample group had moderately expansion of distribution channel with the mean of 2.16. Examining by item, it was found that 175 cases or 60.3% most moderately expansion of distribution channel.

Distribution support from other organizations: The sample group had moderately distribution support from other organizations with the mean of 1.89. Examining by item, it was found that 143 cases or 49.3% most moderately distribution support from other organizations.

4.3.4 Marketing Promotion

The result of factors of economic aspect of totaling 290 groups, which came from OTOP enterprises for food products presented by method of attracting customers, and group operation in the promotion aspect. The details are described in Table 4.12-4.13 as follows:

Table 4.12: Frequency and percentage of method to attracted customers

What is your method of attracting customers? (can choose more than 1)	**Frequency (N=755)**	**Percentage (100)**
- Appropriate price setting	255	33.8
- Building distinctiveness and identity of the product and service	264	35.0
- Using advertisements and promotion based on appropriateness	190	25.2
- e-commerce, price discounting	46	6.0
Total	755	100

It was found from Table 4.12 that method to attracted customers: Most of the sample group had building distinctiveness and identity of the product and service by 264 cases or 35.0%.The less were appropriate price setting by 255 cases or 33.8%, using advertisements and promotion based on appropriateness by 190 cases or 25.2%and e-commerce and price discounting by 46 cases or 6.0%.

Table 4.13: Frequency and percentage of group operation in marketing promotion aspect

How is your group operation in the following aspect?	Level of operation			Means	S.D.	Operation
	Low	Moderate	High			
1. Planning for marketing and promotion	32.8 (95)	57.6 (167)	9.7 (28)	1.77	0.61	Moderate
2. Opportunity to participate in product exhibition and fair activities	10 (29)	49.3 (143)	40.7 (118)	2.30	0.64	Moderate
3. Ability and knowledge on marketing and promotion management of the group	24.8 (72)	62.4 (181)	12.8 (37)	1.88	0.60	Moderate
4. Marketing and promotion support from other organizations *Missing = 2	37.2 (107)	48.3 (139)	14.6 (42)	1.77	0.68	Moderate
Total				1.83	0.63	Moderate

According to Table 4.13, the research result of group operation in the promotion aspect revealed that most of the sample group had moderately group operation in the promotion with the means of 1.83. The details are described as follows:

Planning for marketing and promotion: The sample group had moderately planning for marketing and promotion with the mean of 1.77. Examining by item, it was found that 167 cases or 57.6% most moderately planning for marketing and promotion.

Opportunity to participate in product exhibition and fair activities: The sample group had moderately opportunity to participate in product exhibition and fair activities with the mean of 2.30. Examining by item, it was found that 143 cases or 49.3% most moderately opportunity to participate in product exhibition and fair activities.

Ability and knowledge on marketing and promotion management of the group: The sample group had moderately ability and knowledge on marketing and promotion management of the group with the mean of 1.88. Examining by item, it was found that 181 cases or 62.4% most moderately ability and knowledge on marketing and promotion management of the group.

4.4 Factors supporting community business in terms of social aspect

From the factors supporting community business in terms of social aspect that came from OTOP enterprises for food products which answered the 290 copies questionnaires, presented by participation of members, securing local wisdom, and human resources development. The details are described in Table 4.14- 4.17 as follows:

4.4.1 Participation of members

The result of factors of social aspect of participant totaling 290 groups that came from OTOP enterprises for food products presented by participated to operation planning, to solving group problems, to making decision on the operation, to electing group leaders or committee and training/seminars/group activities. The details are described in Table 4.14 as follows:

Table 4.14: Frequency and percentage of group operation in participation of members aspect

How is your group operation in the following aspect?	Level of operation			Means	S.D.	Operation
	Low	Moderate	High			
1. Members participated in operation planning of the group	8.6 (25)	54.8 (159)	36.6 (106)	2.28	0.61	Moderate
2. Members participated in solving group problems	12.1 (35)	51.0 (148)	36.9 (107)	2.25	0.66	Moderate
3. Members participated in making decision on the operation of the group	6.2 (18)	41.0 (119)	52.8 (153)	2.47	0.61	High
4. Members participated in electing group leaders or committee	4.5 (13)	29.7 (86)	65.9 (191)	2.61	0.57	High
5. Members participated in training/seminars/group activities	3.4 (10)	45.9 (133)	50.7 (147)	2.47	0.56	High
6. Clear job assignment to each member in the group	2.1 (6)	33.8 (98)	64.1 (186)	2.62	0.53	High
Total				2.19	0.59	Moderate

According to Table 4.14, the research result of group operation about participation of members revealed that most of the sample group had moderately group operation about participation of members with the means of 2.19. The details are described as follows:

Members participated in operation planning of the group: The sample group had moderately members participated in operation planning of the group with the

mean of 2.28. Examining by item, it was found that 159 cases or 54.8% most moderately members participated in operation planning of the group.

Members participated in solving group problems: The sample group had moderately members participated in solving group problems with the mean of 2.25. Examining by item, it was found that 148 cases or 51.0% most moderately members participated in solving group problems.

Members participated in electing group leaders or committee: The sample group had highly members participated in electing group leaders or committee with the mean of 2.61. Examining by item, it was found that 191 cases or 65.9% most highly members participated in electing group leaders or committee.

Members participated in training/seminars/group activities: The sample group had highly members participated in training/seminars/group activities with the mean of 2.47. Examining by item, it was found that 147 cases or 50.7% most highly members participated in training/seminars/group activities.

Clear job assignment to each member in the group: The sample group had highly clear job assignment to each member in the group with the mean of 2.62. Examining by item, it was found that 186 cases or 64.1% most highly clear job assignment to each member in the group.

4.4.2 Securing local wisdom

The result of factors of social aspect of participant totaling 290 groups that came from OTOP enterprises for food products presented by group register for patent/intellectual property, and group operation about securing local wisdom. The details are described in Table 4.15- 4.16 as follows:

Table 4.15: Frequency and Percentage of group register for patent/intellectual property

Does your group register for patent/intellectual property?	**Frequency (N=287)**	**Percentage (100)**
- Yes	115	40.1
- No	92	32.1
- On progress	36	12.5
- Planning for future registration	44	15.3
Total	287	100

* Missing = 3

It was found from Table 4.15 that group register for patent/intellectual property: Most of the sample group had registering for patent/intellectual by 115 cases or 40.1%.The less were non registering for patent/intellectual by 92 cases or 32.1%, planning for future registration by 44 cases or 15.3%and on progress by 36 cases or 12.5%.

Table 4.16: Frequency and Percentage of group operation in securing local wisdom aspect

How is your group operation in the following aspect?	**Level of operation**			**Means**	**S.D.**	**Operation**
	Low	**Moderate**	**High**			
1. Group production create securing of local wisdom * Missing = 2	0	31.6 (91)	68.4 (197)	2.68	0.47	High
2. Transfer of local wisdom to the next generation * Missing = 2	5.9 (17)	37.5 (108)	56.6 (163)	2.51	0.61	High
3. Group production create expansion of local wisdom	0	31.7 (92)	68.3 (198)	2.68	0.47	High
Total				2.62	0.51	High

According to Table 4.16, the research result of group operation about securing local wisdom revealed that most of the sample group had highly group operation about securing local wisdom with the means of 2.62. The details are described as follows:

Group production create securing of local wisdom: The sample group had highly group production create securing of local wisdom with the mean of 2.68. Examining by item, it was found that 197 cases or 68.4% most highly group production create securing of local wisdom.

Transfer of local wisdom to the next generation: The sample group had highly transferred of local wisdom to the next generation with the mean of 2.51. Examining by item, it was found that 163 cases or 56.6% most highly transfer of local wisdom to the next generation.

Group production create expansion of local wisdom: The sample group had highly group production create expansion of local wisdom with the mean of 2.68. Examining by item, it was found that 198 cases or 68.3% most highly group production create expansion of local wisdom.

4.4.3 Human Resources Development

The result of factors of social aspect of participant totaling 290 groups that came from OTOP enterprises for food products presented by seminar/skill training organization between members, to create recognition of people to love their community, to making people within the community can think and do things by themselves, and to create thinking system in connection to external communities. The details are described in Table 4.17 as follows:

Table 4.17: Frequency and Percentage of group operation in human resources development aspect

How is your group operation in the following aspect?	Level of operation			Means	S.D.	Operation
	Low	Moderate	High			
1. Seminar/skill training organization between members	5.5 (16)	53.8 (156)	40.7 (118)	2.35	0.58	High
2. Create recognition of people to love their community	2.1 (6)	28.6 (83)	69.3 (201)	2.67	0.51	High
3. People within the community can think and do things by themselves	5.5 (16)	37.2 (108)	57.2 (166)	2.52	0.60	High
4. Academic/seminar support from other organizations	7.6 (22)	53.4 (155)	39.0 (113)	2.31	0.61	Moderate
5. Create thinking system in connection to external communities	9.7 (28)	56.9 (165)	33.4 (97)	2.24	0.61	Moderate
Total				2.11	0.58	Moderate

According to Table 4.17, the research result of group operation about human resources development revealed that most of the sample group had moderately group operation about human resources development with the means of 2.11. The details are described as follows:

Seminar/skill training organization between members: The sample group had highly seminar/skill training organization between members with the mean of 2.35. Examining by item, it was found that 156 cases or 53.8% most highly seminar/skill training organization between members.

Create recognition of people to love their community: The sample group had highly created recognition of people to love their community with the mean of 2.67. Examining by item, it was found that 201 cases or 69.3% most highly create recognition of people to love their community.

People within the community can think and do things by themselves: The sample group had highly people within the community can think and do things by them with the mean of 2.52. Examining by item, it was found that 166 cases or 57.2% most highly people within the community can think and do things by them.

Academic/seminar support from other organizations: The sample group had moderately academic/seminar support from other organizations with the mean of 2.31. Examining by item, it was found that 155 cases or 53.4% most moderately academic/seminar support from other organizations.

Create thinking system in connection to external communities: The sample group had moderately created thinking system in connection to external communities with the mean of 2.24. Examining by item, it was found that 165 cases or 56.9% most moderately create thinking system in connection to external communities.

4.5 Problems and obstacles of the group

Table 4.18: Frequency and Percentage of group operation problems and obstacles

Problem and obstacles of the group in the following issues (can choose more than 1)	**Frequency (N=884)**	**Percentage (100)**
1. Product quality (e.g. consistency of taste)	21	2.38
2. Machine/production equipment	76	8.59
3. Raw materials	55	6.23
4. Product life	54	6.11
5. Package	80	9.05
6. Continuity of production (e.g. by season)	21	2.38
7. Symbol of product assurance	14	1.58
8. Sources of capital	39	4.41
9. Production costs	54	6.11

Table 4.18: Frequency and Percentage of group operation problems and obstacles (Continued)

Problem and obstacles of the group in the following issues (can choose more than 1)	**Frequency (N=884)**	**Percentage (100)**
10. Cash flows of the group	44	4.97
11. Debt of the group	16	1.80
12. Sales representatives	62	7.01
13. Sales location	64	7.23
14. Market certainty	42	4.76
15. Marketing and promotion	68	7.69
16. Participation in exhibition	40	4.53
17. Participation of members	27	3.06
18. Knowledge transferred to the next generation	15	1.69
19. Human Resources Development	18	2.04
20. Government support	50	5.66
21. Coordination with other organizations	24	2.72
Total	884	100

From the Table 4.18, problems and obstacles relating to production were from questions 1-7. Results showed that the most common problems and obstacles found in production was packaging 9.05 %, followed by production machines/ equipment 8.59 %, raw materials 6.23 %, life time of the product 6.11 %.,continuity of production and product quality equally for 2.38 %, and symbol of product assurance 1.58%.

Problems and obstacles relating to finance were from questions 8-11. Results indicated that the most common problems and obstacles found in finance was costs of production 6.11 %, followed by cash flows of the group 4.97 % whereas the debt problem of the group was only 1.80 %.

Problems and obstacles relating to distribution were from questions 12-14. Results demonstrated that the most common problems and obstacles found in distribution was distribution areas 7.23 %, followed by sales representatives 7.01 % and market certainty 4.76 %.

Problems and obstacles relating to marketing promotion were from questions 15-16. Results indicated that the most common problems and obstacles found in marketing promotion was marketing and advertising (7.69 %), followed by participation in exhibition (4.53 %).

Problems and obstacles relating to social aspect were from questions 17-19. Results showed problems and obstacles in terms of member's participation (3.06 %), followed by human resources development (2.04 %) and knowledge transfer to the next generation (1.69 %).

Moreover, there were also problems and obstacles in terms of governmental support (5.66 %) and cooperation with organizations (2.72 %).

4.6 Test of Relationship

Data was collected from 290 communities of OTOP enterprises for food products, which enabled researcher to obtain economic and social information. Results on economic aspect showed that production operation of OTOP enterprises contributed to community business performance achievement at a high level. In terms of finance, distribution, and marketing promotion contributed community business performance achievement at a moderate level. As for social aspect, it was found that operation of securing local wisdom contributed to community business performance achievement at a high level whereas member's participation and human resources development contributed to community business performance achievement at a moderate level.

According to the results discussed above, economic and social operation have an effect on the level of community business performance achievement as can be seen from production operation and operation of securing local wisdom that contributed to community business performance achievement at a high level. Therefore, the operation of community business should give primary importance to both economic and social aspect because existence of community business partly came from an application local wisdom to production by applying local identity to add value to their products resulting in higher market demand of the products.

From data collection, it was also found that there were only 55 OTOP enterprises for food products that were successful in conducting community business, which were producers who were able to distribute products to the foreign markets.

As a result, researcher is interested in conducting the study on those enterprises by studying relationship between production operations and securing local wisdom operation which contributed to community business performance achievement at a high level on whether how successful enterprises operated in these two aspects. Research hypothesis was production operation have a relationship with securing local wisdom operation of OTOP enterprises for food products that can be distributed to the foreign markets.

In finding the relation among the variables, the researcher analyzed the data by using Chi-square Test between the operation in production of OTOP enterprises and operation in securing local wisdom of OTOP enterprises as described in Table 4.19-4.27

4.6.1 Relationship between the Planning for production process and Securing local wisdom

Table 4.19: Relation of planning for production process and securing of local wisdom

Planning for production process	Securing of local wisdom						Level of significance
	Low	Moderate	High	Total	Chi-square	Sig.	
Low	0	0	0	0			With statistical significance
Moderate	0	9	14	23			
High	0	4	28	32			
Total	0	13	42	55	5.258	0.022	

From the Table 4.19, the research result on the analysis of relation of planning for production process and securing of local wisdom had the Chi-square equaling to 5.258. Comparing the statistical significance at the level of 0.05, it was found that the planning for production process was related to the securing of local wisdom with statistical significance

Table 4.20: Relation of planning for production process and transfer of local wisdom to the next generation

Planning for production process	**Transfer of local wisdom to the next generation**						**Level of significance**
	Low	**Moderate**	**High**	**Total**	**Chi-square**	**Sig.**	
Low	0	0	0	0			Without statistical significance
Moderate	0	7	21	28			
High	0	11	16	24			
Total	0	11	37	55	0.094	0.759	

From the Table 4.20, the research result on the analysis of relation of planning for production process and transfer of local wisdom to the next generation had the Chi-square equaling to 0.094. Comparing the statistical significance at the level of 0.05, it was found that the planning for production process was related to the transfer of local wisdom to the next generation without statistical significance

Table 4.21: Relation of planning for production process and expansion of local wisdom

Planning for production process	Expansion of local wisdom						Level of significance
	Low	Moderate	High	Total	Chi-square	Sig.	
Low	0	0	0	0			Without statistical significance
Moderate	0	10	24	34			
High	0	8	13	21			
Total	0	18	37	55	2.075	0.150	

From the Table 4.21, the research result on the analysis of relation of planning for production process and expansion of local wisdom had the Chi-square equaling to 2.075. Comparing the statistical significance at the level of 0.05, it was found that the planning for production process was related to the expansion of local wisdom without statistical significance

4.6.2 Relationship between the Quality development of production and Securing local wisdom

Table 4.22: Relation of quality development of production and securing of local wisdom

Quality development of production	Securing of local wisdom						Level of significance
	Low	Moderate	High	Total	Chi-square	Sig.	
Low	0	0	0	0			Without statistical significance
Moderate	0	5	20	25			
High	0	18	12	30			
Total	0	23	32	55	1.010	0.315	

From the Table 4.22, the research result on the analysis of relation of quality development of production and securing of local wisdom had the Chi-square equaling to 1.010. Comparing the statistical significance at the level of 0.05, it was found that the quality development of production was related to the securing of local wisdom without statistical significance

Table 4.23: Relation of quality development of production and transfer of local wisdom to the next generation

Quality development of production	**Transfer of local wisdom to the next generation**						**Level of significance**
	Low	**Moderate**	**High**	**Total**	**Chi-square**	**Sig.**	
Low	0	0	0	0			Without statistical significance
Moderate	0	14	18	32			
High	0	13	10	23			
Total	0	27	28	55	1.335	0.248	

From the Table 4.23, the research result on the analysis of relation of quality development of production and transfer of local wisdom to the next generation had the Chi-square equaling to 1.335. Comparing the statistical significance at the level of 0.05, it was found that the quality development of production was related to the transfer of local wisdom to the next generation without statistical significance

Table 4.24: Relation of quality development of production and expansion of local wisdom

Quality development of production	Expansion of local wisdom						Level of significance
	Low	Moderate	High	Total	Chi-square	Sig.	
Low	0	0	0	0			Without statistical significance
Moderate	0	12	20	32			
High	0	12	11	23			
Total	0	24	31	55	0.642	0.423	

From the Table 4.24, the research result on the analysis of relation of quality development of production and expansion of local wisdom had the Chi-square equaling to 0.642. Comparing the statistical significance at the level of 0.05, it was found that the quality development of production was related to the expansion of local wisdom without statistical significance

4.6.3 Relationship between the Production support from organizations and Securing local wisdom

Table 4.25: Relation of production support from organizations and securing of local wisdom

Production support from organizations	Securing of local wisdom						Level of significance
	Low	Moderate	High	Total	Chi-square	Sig.	
Low	0	0	7	7			With statistical significance
Moderate	0	6	14	20			
High	0	9	19	28			
Total	0	15	40	55	8.985	0.011	

From the Table 4.25, the research result on the analysis of relation of production support from organizations and securing of local wisdom had the Chi-square equaling to 8.985. Comparing the statistical significance at the level of 0.05, it was found that the production support from organizations was related to the securing of local wisdom with statistical significance

Table 4.26: Relation of production support from organizations and transfer of local wisdom to the next generation

Production support from organizations	**Transfer of local wisdom to the next generation**						**Level of significance**
	Low	**Moderate**	**High**	**Total**	**Chi-square**	**Sig.**	
Low	0	4	15	19			Without statistical significance
Moderate	0	10	15	25			
High	0	4	7	11			
Total	0	18	37	55	1.843	0.398	

From the Table 4.26, the research result on the analysis of relation of production support from organizations and transfer of local wisdom to the next generation had the Chi-square equaling to 1.843. Comparing the statistical significance at the level of 0.05, it was found that the production support from organizations was related to the transfer of local wisdom to the next generation without statistical significance

Table 4.27: Relation of production support from organizations and expansion of local wisdom

Production support from organizations	**Expansion of local wisdom**						**Level of significance**
	Low	**Moderate**	**High**	**Total**	**Chi-square**	**Sig.**	
Low	0	6	12	18			Without statistical significance
Moderate	0	8	18	26			
High	0	4	7	11			
Total	0	18	37	55	1.983	0.411	

From the Table 4.27, the research result on the analysis of relation of production support from organizations and expansion of local wisdom had the Chi-square equaling to 1.983. Comparing the statistical significance at the level of 0.05, it was found that the production support from organizations was related to the expansion of local wisdom without statistical significance

CHAPTER 5
RESEARCH DISCUSSION

Result discussion on the study of assessment of community business performance achievement: a case study of OTOP enterprises for food products will be based on self-administered questionnaires. Data collection was obtained from OTOP enterprises for food products with the total of 290 communities. Discussion is divided as follows.

5.1 General Information of the Respondents

Discussion of general information of the respondents focused primarily on information of community leaders since they played a crucial role in activity organization. Results indicated that the majority of the respondents were community leaders (76.2 %) and most of the community leaders were female, which contributed to as high as 66.5 %. In terms of education, the majority of the community leaders obtained a primary school level (Prathom 4 to 7), which accounted for 47.5 %, followed by a secondary and high school level (34 %), diploma degree (9.5 %), bachelor degree (7.2 %) and above bachelor degree contributed to only 1.8 %.

The study conducted by Janthana Osokkraphan (1995) on the factors affecting the success in operation of the agricultural housewife groups in Pharanakhon Si Ayutthaya and the study by Sinan Nathakijjamorn (2003) on the factors affecting success of OTOP, Amphoe Chiangsaen, Chiangmai Province provided similar conclusions regarding characteristics and roles of the community leaders as one of the important factors contributing to success of community operations in terms of concept as well as had an influence on members in terms of information, technology and operation as well as psychological status that created unity within the community.

In addition, the research result of Jaranya Wongphrom (1990) on the factors leading to the success in management of co-operative store of Samphan village, Ubonrath district,Khonkan. The research stated that the leaders had to have creativity in developing the groups and have much knowledge such as the knowledge about the project, marketing, and production. Furthermore, this was similar to the view of Jiraphan Kanjanaitra (1983) stating that the leaders were the persona who had some knowledge required by the group operation and could apply the knowledge to lead the groups to achieve their objectives.

5.2 General Information of the Group

From data collection of OTOP enterprises for food products, the major reason of grouping as OTOP enterprise was to enable community members to obtain more income along with expression of identity and local wisdom (70.4 %). The majority of the communities formed the group for a business operation due to economic and social reason. They did not focus only on economic gain or income generation. Sankitt Piriyayangsan (1998) mentioned that there were differences between the self-reliance economics and the market-oriented economics where money was the major motivation in conducting business. In contrast, self-reliance economy of the community applied moral and traditional culture of Thailand as the core in conducting economic activities.

When considered the duration of group establishment, it was found that the majority of the communities were established for more than 6 years, meaning that there was the establishment prior to government's policy implementation on OTOP. This indicated that the majority of the communities were self-reliant based on cooperation among people within the community. Moreover, some communities had their solution guideline towards problems derived within the group. The result found that 4.5 % had grouping in order to increase value-added for their community products in order to solve production problem in terms of decrease in price and market uncertainty, which was one kind of self-reliance. From a review of related literatures, Chatthip Natsupa (1986) pointed out on some guidelines of self-reliance development that it is practically difficult for the community to be totally self-reliance in all aspects due to many related factors. However, if the community had motivation towards self-

reliance, there was potentially an opportunity for community development towards self-reliance and community strengths.

In addition, when considered the current numbers of the group members in comparison to early group establishment, it was found that the numbers of group members in most communities increased by 64.5 %, which can be assumed that OTOP enterprises for food products were successful in terms of establishment that attracted many people within the community to increasingly participate as the group members. On the other hand, when considered the duration of group establishment and the growth of the group in terms of the numbers of members, it was found that even though the community was established for over 6 years, there is still an operation at present while the numbers also continue increasing, which accounted for 48.7 %. However, it was also found that there was also grouping for a leisure purpose, which accounted for 2.3 %.

5.3 Factors supporting community business in terms of economic aspect

Data was collected on factors supporting community business in terms of economic aspect. Related factors on community business operation were analyzed, including production, finance, distribution, and marketing promotion.

5.3.1 Production

Currently, there is a high competition in community business, especially OTOP. Therefore, OTOP enterprises should give primary importance to product development in order to enhance better quality of the products.

Study result on factors of production of OTOP for food products showed that production operation of OTOP enterprises contributed to community business performance achievement at a high level (Mean = 2.51). It can be seen that result on quality control and hygiene control in production was at a high level (Mean = 2.84 and 2.94 respectively). Furthermore, result on production planning was at a high level (Mean = 2.44). The obtained results supported the study on source of raw materials in which most communities used raw materials that were available within the local areas

(82.4 %) and production knowledge was also traditional local wisdom (77.9 %). As a result, OTOP enterprises acquired a good production skill, which contributed to the product quality. This was congruent with one of the basic principles of OTOP which was production or resource management within the communities to create quality products that can be widely distributed both domestically and internationally in order to create a better standard of living and sustainable quality of life (Kitti Limsakul, 2001). In addition, previous research conducted by Nathawan Janhawa (2004) on the success of OTOP operation of the agricultural housewife groups in Amphoe Phoprathapchange, Pijit province found that the success of the agricultural housewife groups was due to production by using local raw materials for over 80 %, which created advantage in terms of low cost of production.

This study focused on food products. As a result, product assurance symbol indicated the standard quality of the product as well as affected buying decision of consumers. In this case, product assurance symbol that was important and widely known was FDA approval symbol from Food & Drugs Administrator (FDA). The result showed that the majority of OTOP enterprises (79.7 % or 231 communities from the total of 290 communities) received an approval from FDA approval symbol. It is the product assurance symbol that most communities received. Moreover, 137 OTOP enterprises or 47.3 % obtained product assurance symbols more than one symbol. Pornchai Pornprasertsuk, (2004) studied factors affecting decision making on purchasing of One Tambon One Product (OTOP) in Singburi Province. Data was collected from 400 people who purchased OTOP Products in Singburi. It was found that the reason that people choose to buy OTOP products was product quality and standard (60.31 %) more than low prices (55.8 %). At present, National Directing Committee of the OTOP or NDC-OTOP has the policy that focuses on “quality and standard of the product”, especially food and beverage products must pass the standard or be under the developmental process in order to reach the standard. According to the reason regarding policy and market mechanism mentioned above, it is very important that OTOP enterprises must improve, control, and develop production of the quality product. However, the result indicated that support from various organizations in

production, including training, technology, and production equipment, was at a moderate level (Mean = 2.14).

As for problems and obstacles in production operation, it was found that there were problems and obstacles in terms of packaging the most (9.05 %), followed by machine/production equipment problem (8.59 %).

The result on the operation of production found that importance given to packaging of OTOP enterprises was high (Mean = 2.61). However, OTOP enterprises still faced with packaging problem. This could be because of product characteristics in which the majority of OTOP enterprises' products were processed food (84.8 %). Therefore, it is important to be aware of the duration of food maintenance. As a result, packaging is crucial because it affected food quality maintenance for a long period of time. However, the result on problems and obstacles was also in term of product life (6.11 %). As previously mentioned, it can be seen that packaging problem was related to the duration of food maintenance. Therefore, if packaging problem can be solved, problem on the duration of food maintenance can also be ultimately overcome.

Moreover, beautiful and attractive packaging also affected purchasing decision of consumers. Rungnapa Anarueang et al. (2001) studied factors affecting sales promotion of OTOP products in Amphoe Muang, Nakhonratchasima province. It was found that beautiful packaging was required by consumers, which affected the sales volume. As a result, packaging design should be beautiful. This supported the study by Pornchai Pornprasertsook (2004) on factors affecting purchasing decision of OTOP products in Singburi. His study suggested that OTOP enterprises should improve packaging because some groups of consumers still felt that the product was not clean enough, especially food products in which cleanliness is of primary importance.

5.3.2 Finance

Even though business activity organization was only at a community level, one important factor was finance, which helped making the business operation possible.

The result on factors in finance operation of OTOP enterprises for food products showed that finance operation of OTOP enterprises affected community business performance achievement at a moderate level (Mean = 1.74). For example, it can be seen that the result on planning for capital allocation and expenditure was at a moderate level (Mean = 2.33) and planning for capital accumulation of the group was at a moderate level (Mean = 2.01). Basic principles of OTOP operation focused on providing support rather than financial assistance, which did not focus on providing supported fund to the local because if often decrease self-reliant ability. Government only provided support to the communities in terms of techniques in order to improve quality of the product as well as provided assistance in terms of advertising and promotion. Marketing of the local community would receive assistance in creating value-added for the product in order to increase sales volume (Kitti Limsakul, 2001). Therefore, the result on capital investment support was at a low level (Mean = 1.56). The major source of capital of the sample group was from co-investment among group members (42.6 %), followed by the capital support from governmental units (31.4 %). In conducting most community businesses, the capital often came from co-investment among members rather than a loan from other sources in order to avoid problem of interests (Narong Petchprasert, 1999). Because most of the capitals came from co-investment among members, it was found that the debt problem of the group was at a low level (1.8 %).

Even though finance operation of OTOP enterprises affected the community business performance achievement at a moderate level, income of the sample group indicated satisfaction towards income generation of the group at a high level (Mean = 2.53). When compared the group income of the year 2006 to the year 2005, it was found to be at a high level (Mean = 2.43). Moreover, satisfaction of group members towards income distribution was also at a high level (Mean = 2.48), which supported the research conducted by Jaimanas Ploydee (1997) on factors affecting the success and failure of community business in Khamkheankaew District, Yasothorn Province

and Lansaka District, Nakhon Si Thammarat Province. The result indicated that community business did not only focus on returns of profits, but also on the maximum returns distribution to community members.

Problems and obstacles in the operation of finance indicated that costs of production is a major problem (6.11 %), followed by cash flows within the group (4.97 %), and sources of capital (4.41 %). The result of the study on problems and obstacles in finance operation were found to have relationships in case of when the group demanded to buy raw materials in bulk, but with limited cash flows the group had to buy raw materials at higher prices; causing higher costs of production. The reason behind limited amount of cash flows could be because most of the capitals were from co-investment of the group members. Pattarawut Nakhoonsong (2004) studied ways to increase efficiency of running OTOP business among food reproduction group of Ban Huay Suer Ten, Amphoe Namphong, Khonkhaen Province. The study suggested that the development of OTOP business to become continuously successful required an examination of financial system in order to know current financial status of the business.

5.3.3 Distribution

The result on factors in distribution operation of OTOP enterprises for food products showed that the operation of distribution of OTOP enterprises contributed to community business performance achievement at a moderate level (Mean = 1.98) as can be seen that the result on distribution planning was at a moderate level (Mean = 2.19). As a result, when analyzed information regarding areas of distribution of OTOP enterprises for food products, it was found that the majority of OTOP enterprises obtained local distribution areas similarly to domestic distribution (47.2 % and 43.5 % respectively), which supported the study of Jitsai Kaewboonruang (2003) on successful operation of OTOP in Lampang Province. It was found that most of the food business owners obtained customers from locally and nearby areas more than half. However, the study by Sinan Nanthakijjamorn (2003) on factors affecting the success of OTOP in Chaingrai Province indicated that distribution channel was one of the success factors of OTOP. Therefore, if distribution channels were more widely

expanded, there would be more opportunity to success. Nevertheless, expansion of international distribution channels of the sample group was only at 9.3 %.

Information on distribution operation of OTOP enterprises illustrated that expansion of distribution channels was at a moderate level (Mean = 2.16) in which there were only 27.9 % or 81 communities that that obtained expansion of distribution channels at a high level. This was because distribution characteristics of most OTOP enterprises was self-distribution (44.3 %) more than distribution via middleman (37.5 %), which resulted in less opportunity in expansion of distribution channels. Furthermore, Pornchai Pornprasertsook (2004) studied factors affecting purchasing decision of OTOP products in Singburi Province. The study suggested that OTOP enterprises should obtain various distribution channels in order to provide more product accessibility to consumers.

Problems and obstacles in distribution operation indicated that sales location and sales representative were the major problems (7.23 % and 7.01 % incrementally). Problem in terms of lacking of sales location could be derived from the lack of effective distribution planning. Some groups conducted business with only the aim to organize activities through community production for sales without future distribution planning and response to market needs, which lead to sales problem. When the products can’t be sold, it would affect the capital co-investment of the group members and motivation to activity operation of the group. In addition, government should support OTOP enterprises in terms of distribution by placing OTOP products for sales at the exhibition center of the government. Moreover, various companies should also provide opportunity in selling the products in the department store in order to help solving the problems regarding sales location and sales representative.

5.3.4 Marketing Promotion

The result on marketing promotion operation of OTOP enterprises for food products demonstrated that the operation of marketing promotion of OTOP enterprises contributed to community business performance achievement at a moderate level (Mean = 1.83) as can be seen that the result on marketing and promotion planning was

at a moderate level (Mean = 1.77). Rungnapa Anuruaeng et al. (2001) studied factors affecting sales promotion of OTOP products in Amphoe Muang, Nakhonratchasima Province. It was found that one of the important success factors of the products was advertising and promotion of the group, and media that is widely known among consumers was television. As for method of attracting customers of OTOP enterprises, it showed that method of using advertisement and promotion accounted for only 25.2 %, which was the method of attracting customers that was less popular than method of building distinctiveness and identity of the product and service and appropriate pricing. This indicated that the majority of OTOP enterprises paid more attention to building distinctiveness and identity of the product more than using advertisements and promotion. The result on the operation of marketing promotion indicated that ability and knowledge on marketing and promotion management of most OTOP enterprises was only at a moderate level (Mean = 1.88) in accordance with the reasons for grouping, which showed that there was grouping in order to express identity of local wisdom rather than profit seeking.

Moreover, the result on marketing and promotion support from other organizations and opportunity to participate in product exhibition and fair activities of OTOP enterprises was at a moderate level (Mean = 1.77 and 2.3 respectively). Result of the study by the director of the Legal Affairs and General Regulations Division of the Prime Minister's Office (2002) on following-up the operation of OTOP in all provinces in Thailand, except Bangkok, in the fiscal year of 2002. The result illustrated that in marketing promotion operation in different provinces, there were promotional campaigns for OTOP products in forms, including the web site of thaitambon.com, poster, leaflet, video as well as television, radio, and newspapers. As for OTOP enterprises for food products, there were only 23 communities or 7.9 % that applied E-commerce as the marketing promotion method. Nevertheless, the reason that OTOP enterprises did not enter into E-commerce was because E-commerce had high standard requirement; additional expense created higher costs of production; and also due to consumer behavior since most of them want to see the real product in order to evaluate the quality of the product before purchasing (Suthee Panaworn and Apichart Siriphati, no year print).

As for problems and obstacles in the operation of marketing promotion of OTOP enterprises, it was found that 68 communities of OTOP enterprises faced with marketing and promotion problem. In addition, 40 communities of OTOP enterprises encountered problem in participation in exhibition. The operation principle of OTOP did not emphasize on providing financial support to the local, but the government is required to provide support to the communities in terms of marketing and promotion assistance in order to create value-added product to increase the sales volume (Kitti Limsakul, 2001). The government can support OTOP enterprises to participate in activities in various festivals which were organized by the government as one of the marketing promotion strategies.

5.4 Factors supporting community business in terms of social aspect

5.4.1 Members' Participation

In community business operation, an important factor contributing to community business performance achievement was by developing strength of the group through members' participation.

The result of factors in social operation regarding members' participation of OTOP enterprises for food products indicated that operation in terms of members' participation contributed to community business performance achievement at a moderate level (Mean = 2.19). When analyzed the data collected from OTOP enterprises, it was found that members' participation in operation planning of the group and members' participation in problem solving planning of the group was at a moderate level (Mean = 2.28 and 2.25 respectively); meaning that members did not sufficiently participate in the group activities. However, in terms of operation it was found that members' participation in the group activities was at a high level (Mean = 2.47) and there was also a clear job assignment to each member in the group, which was at a high level (Mean = 2.62). As mentioned above, it can be seen that members of OTOP enterprises participated in group planning less than in operation. In fact, community development required people's participation in the operation ranging from data collection, data analysis, decision making, operation, follow-up and evaluation as

it would create a sense of belonging among people towards community development (Department of Community Development, 2005).

In terms of problems and obstacles in the operation of members' participation of OTOP enterprises, it was found that 27 communities faced with members' participation problem. It was considered to be a major problem because the existence of community business in the local area was a process of people within the community sharing the same ideas toward conducting business activities. As a result, the participation was the main process that should be given of primary importance because members' participation could also affect the future of community business.

5.4.2 Securing Local Wisdom

The result of the study on social operation in relation to securing local wisdom of OTOP enterprises for food products showed that the operation in securing local wisdom had an influence on community business performance achievement at a high level (Mean = 2.62). It can be said that the production of the group created expansion of local wisdom at a high level (Mean = 2.68). Orawan Sitthibud (2001) studied factors affecting the success of OTOP: a case study of Angthong Province from 110 samples. The research was a quantitative study. The results indicated that the majority of the samples perceived that OTOP generated more income, brought about new and modern knowledge, helped strengthen the community, and provided a better quality of life at a moderate level. It also helped expanding local wisdom.

In terms of transfer of local wisdom to the next generation, it was found that the operation of the sample group contributed to the transfer of local wisdom at a high level (Mean = 2.51). In terms of registration for patent/ intellectual property rights of OTOP enterprises, the result showed that the majority of OTOP enterprises registered for patent as high as 40 % and 12.5 % was under the process of registration. This indicated that in the future OTOP enterprises must develop local wisdom and more product varieties. However, local wisdom must be modernly developed and appropriate in relation to the changing market.

As for problems and obstacles in securing local wisdom of OTOP enterprises, it was found that there were only 15 communities that faced with problems of securing local wisdom. The result supported the reason for grouping which was found that 224 communities grouped together in order to express their identity and local wisdom. However, problems and obstacles in securing local wisdom could because the previous generations were not interested in local wisdom. Nevertheless, transfer of knowledge to the next generation in order to continue securing local wisdom was a conservation and restoration of local wisdom as well as created pride for their local wisdom and a sense of belonging.

5.4.3 Human Resources Development

Community business must have human resources development in order to effectively conduct business operation.

The results of social operation on human resources development of OTOP enterprises for food products demonstrated that the operation in terms of human resources development affected community business performance achievement at a moderate level (Mean = 2.11). Pattrawut Nakhunsong (2004) studied ways to increase effectiveness of business operation of OTOP in Amphoe Nampong, Khonkaen Province. The result illustrated that to increase effectiveness of the business operation; it required an increase in effectiveness of personnel. Moreover, basic principle of community development was developing “people” into human resources with capacity and potential ability, which were thoughts, labor, and skills. If these potential abilities were reinforced and exploited by the community, it could bring the success to the community (Department of Community Development, 2005). As a result, human resources development was the way that the group needed in order to enhance capacity of business operation to consistent growth.

There were many methods of increasing effectiveness to human resources: by training or by learning from activity operation of the group. The result on seminar/skill training organization was found to be at a high level (Mean = 2.35). This indicated that OTOP enterprises realized the importance of human resources development. In contrast, academic/seminar support from other organizations was at a moderate level,

which showed that a personnel training of the group that was at a high a level was the training that occurred within the community itself.

5.5 Test of Relationship

According to the results discussed above, economic and social operation have an effect on the level of community business performance achievement as can be seen from production operation and operation of securing local wisdom that contributed to community business performance achievement at a high level. From data collection, it was also found that there were only 55 OTOP enterprises for food products that were successful in conducting community business, which were producers who were able to distribute products to the foreign markets.

As a result, researcher is interested in conducting the study on those enterprises by studying relationship between production operations and securing local wisdom operation which contributed to community business performance achievement at a high level on whether how successful enterprises operated in these two aspects.

5.5.1 Relationship between the Planning for production process and Securing Local Wisdom

Results on the relationship between the planning for production process and securing local wisdom showed that in production process at a moderate level was found to have 14 OTOP enterprises that had securing local wisdom at a high level but when production planning was at a high level, there were 28 OTOP enterprises that had securing local wisdom at a high level, which proved that production planning had relationship with securing local wisdom.

As for the relationship between the planning for production process and local wisdom transfer, it was found that in production planning at a moderate level was found to have 21 OTOP enterprises that had local wisdom transfer at a high level but when production planning was at a high level, the number of OTOP enterprises that had local wisdom transfer decreased to 16 OTOP enterprises, which proved that production planning did not have the relationship with local wisdom transfer.

As for the relationship between the planning for production process and local wisdom extension, it was found that in production planning at a moderate level was found to have 24 OTOP enterprises that had local wisdom extension at a high level but when production planning was at a high level, the number of OTOP enterprises that had local wisdom extension reduced to 13 OTOP enterprises, which proved that production planning did not have the relationship with local wisdom extension.

Therefore, it can be concluded that the planning for production process had the relationship with securing local wisdom but did not have the relationship with local wisdom transfer and local wisdom extension.

Study results on general information of the group indicated that the majority of groupings were established with the purpose of showing identity and local wisdom. Production process planning, therefore, had the relationship with securing local wisdom as previously mentioned. However, production planning did not have the relationship with local wisdom transfer and extension. In the future, traditional local wisdom could be obliterated, especially among successful exporting OTOP enterprises that only focused on production. This negatively affected to the OTOP philosophy which emphasized on the development of local wisdom to become widely accepted at the international level. The OTOP philosophy could not be achieved as the success was only in term of economic.

However, part of the community business performance came from local wisdom application to produce the products for sales, but when the business was expanded and sometimes required the change in production patterns or product characteristics, importance of traditional local wisdom was then neglected. Community business should realize this matter and try to give more importance to securing traditional local wisdom along with community business development. Moreover, securing local wisdom by transferring knowledge to the next generation by learning through the process of community business operation would be a useful motivator because the next generation would be able to apply traditional local wisdom to generate income and create pride within the community.

5.5.2 Relationship between the Quality development of production and Securing Local Wisdom

Results on the relationship between the quality development of production and securing local wisdom showed that in production process at a moderate level was found to have 20 OTOP enterprises that had securing local wisdom at a high level but when production development was at a high level, the number of OTOP enterprises that had local wisdom transfer decreased to 12 OTOP enterprises, which proved that production development did not have the relationship with local securing local wisdom.

As for on the relationship between the quality development of production and local wisdom transfer, it was found that in production development at a moderate level was found to have 18 OTOP enterprises that had local wisdom transfer at a high level but when production development was at a high level, the number of OTOP enterprises that had local wisdom transfer decreased to 10 OTOP enterprises, which proved that production development did not have the relationship with local wisdom transfer.

As for the relationship between the quality development of production and local wisdom extension, it was found that in production development at a moderate level was found to have 20 OTOP enterprises that had local wisdom extension at a high level but when production development was at a high level, the number of OTOP enterprises that had local wisdom extension reduced to 11 OTOP enterprises, which proved that production development did not have the relationship with local wisdom extension.

Therefore, it can be concluded that the production quality development did not have the relationship with securing local wisdom, local wisdom transfer and local wisdom extension.

Grouping for community business should look into long-term success rather than short-term success because in community business operation of some groups when the business operation was successful in the first phase and unable to maintain the quality of the product as they only aimed at maximizing profits, it would affect to customers to have less confidence and created long-term disadvantage to the group. As a result, the group should realize the importance of maintaining the standard of business operation for the benefits of establishing long-term strengths to community business.

Furthermore, the quality development of products should respond market demand because community business might face with the problem of production and inability to sell the products or selling the products at a lower price. Therefore, OTOP enterprises should recognize this issue and try to develop the higher quality of the products as well as try to understand customer's needs which could be done by conducting market survey by asking customers for suggestions or consulting with governmental units and private enterprises that are expertise in that area. Collected data can be exchanged within the group for the members to perceive the importance of product quality development. In addition, local identity could also be applied in order to add value to the products.

5.5.3 Relationship between the Production support from organizations and Securing Local Wisdom

Results on the relationship between the production support from organizations and securing local wisdom showed that in production process at a low level was found to have 7 OTOP enterprises that had securing local wisdom at a high level but when production support from organizations was at a high level, there were 19 OTOP enterprises that had securing local wisdom at a high level, which proved that production support from organizations had relationship with securing local wisdom.

As for the relationship between the production support from organizations and local wisdom transfer, it was found that in production support from organizations at a low level and a moderate level were found to have 15 OTOP enterprises that had local wisdom transfer at a high level but when production support from organizations was at a high level, the number of OTOP enterprises that had local wisdom transfer decreased to 7 OTOP enterprises, which proved that production support from organizations did not have the relationship with local wisdom transfer.

As for the relationship between the production support from organizations and local wisdom extension, it was found that in production support from organizations at a moderate level was found to have 18 OTOP enterprises that had local wisdom extension at a high level but when production support from organizations was at a high level, the number of OTOP enterprises that had local wisdom extension reduced to 7 OTOP enterprises, which proved that production support from organizations did not have the relationship with local wisdom extension.

Therefore, it can be concluded that the production support from organizations had the relationship with securing local wisdom but did not have the relationship with local wisdom transfer and local wisdom extension.

According to the objectives of OTOP projects which focused on the development and support on creative thinking of the community and product quality development to be conformed to local culture, assistance and support from organizations then occurred in encouraging the use of local wisdom in the production, resulting in the relationship between the production support from organizations and securing local wisdom. However, the production support from organizations did not have the relationship with local wisdom transfer and local wisdom extension because local wisdom transfer should be internal activities of the community in which people must acquire own realization and pride of their own local wisdom as well as secure and transfer their ancestor’s invented wisdom from one generation to the next. Therefore, the major duty in transferring local wisdom to the next generation was

responsible by people within that particular community with an external help only at an appropriate level.

Furthermore, the production support from organizations did not have the relationship with local wisdom extension was a considerable issue because the operation of community business to become continuously successful required consistent product development. Local wisdom extension was an important part that would follow accordingly. In addition, the above results illustrated that the majority of OTOP enterprises had patent registration which required them to extend traditional local wisdom in order to develop more varieties of the products. However, study results showing no relationship between the production support from organizations and local wisdom extension indicated that extension of local wisdom at present was the self-dependence of the community. As a result, if there was more production support from organizations, it would also help expanding local wisdom. The support should be given by enabling the community to implement existing traditional local wisdom as well as realize the true capacity and the needs of the community for the community to continue the operation by itself and even if the community lacked of assistance, they would still be able to survive.

CHAPTER 6
CONCLUSION AND RECOMMENDATIONS

The purpose of the study on “Community Business Performance Achievement: A Case Study of OTOP enterprises for Food Products” was 1) to study community business operation of OTOP enterprises for food products; 2) to assess performance that contributes to community business success in both economic and social aspect; 3) to understand problems and obstacles in operation as well as provide recommendations in order to improve community business performance.

Data was collected from 290 communities of OTOP enterprises for food products from all over Thailand by means of self-administered questionnaire. Conclusion of the study is as follows.

6.1 Conclusion

6.1.1 Economic Aspect

This study divided economic aspect into 4 main aspects as follows:

Production: The result found that production of OTOP food products requires local wisdom and raw materials that were available within the local area. The operation of production contributed to community business performance achievement at a high level. The majority of the productivity was processed food. Problems and obstacles were packaging, followed by problem in terms of machines/equipment.

Finance: The result showed that most capital used for the operation came from the co-investment among group members. According to the operation, it was found that income was increased compared to the previous year, which led to more satisfaction of members towards income distribution. However, problems still existed in terms of costs of production and cash flow within the group. The operation of finance had a moderate level of effect towards community business performance achievement.

Distribution: The result indicated that characteristic of the distribution was self-distribution from the OTOP enterprises and the majority of the areas of distribution still remained domestically. The operation of distribution was at a moderate level. Problems and obstacles were a small number of the distribution areas and the majority of OTOP enterprises did not have a capacity to expand distribution channels by themselves.

Marketing Promotion: The result showed that OTOP enterprises created distinctiveness and identity to products and services in order to attract customers whereas price setting was the following factor. Because OTOP enterprises still lacked of knowledge and understanding towards market planning as well as lacked of marketing and promotion support, the operation of marketing promotion was at a moderate level.

6.1.2 Social Aspect

Members' participation: The result indicated that the majority of the members participated in the business operation only in terms of its operation. However, the process of operation planning was at a limited level. Therefore, the result on the operation of members' participation was at a moderate level. In fact, members' participation should occur from the beginning so that all members would share the same goal.

Securing local wisdom: The result demonstrated that the operation of securing local wisdom was at a high level. There was knowledge transfer to the next generation as well as an extension of local wisdom. As a result, a problem in terms of securing local wisdom was at a low level.

Human resources development: The result illustrated that OTOP enterprises gave primary importance to human resources development. On the other hand, academic/seminar support from other organizations was at a moderate level. The result on the operation of human resources development was at a moderate level.

6.2 Recommendations

6.2.1 Recommendations for OTOP enterprises

Economic Aspect

A good production is a production that meets a target group. In production of the community, if the production relies on raw materials available within the local area, costs of production would be lower. As a result, the community should consider whether their community have a comparative advantage in producing which product as well as consider long-term production because raw materials available within the community may decrease in the future, which consequently affect higher costs of production. Therefore, OTOP enterprises must find substitution or expand their production.

Finance highly requires capital allocation planning. In activity operation of the group which requires an excessive capital amount, it is considered the factor contributed to faster problem generation to community business operation. In conducting activities, a thorough study of budget must be made in order to avoid unnecessary expenditure as well as to be able to control the internal cash flows.

In finding market for distribution, it should not be assigned to a particular person. Indeed, all members must take part in finding distribution channel wherever possible. If there are a small number of distribution areas, OTOP enterprises will be unable to access consumers from different areas. Moreover, if the distribution areas are too far or transportation is inconvenient, it will also be difficult to gain access to consumers. In addition, overseas market expansion will involve product development that will be able to respond to the needs of overseas consumers. As a result, experts who have experienced will be needed for advice. The government should provide support in order to create opportunities for community business to reach the markets at all levels.

Marketing promotion, market planning, and application of marketing as the main operation can establish stability in the business operation of the group. Opportunity in exhibition participation is also one of the marketing promotion

methods that enable OTOP enterprises to sell their products. However, the exhibition is not frequently organized as it is considered only a seldom promotion. At present, marketing promotion via Internet is beginning to widely receive more attention. In the community business operation, OTOP enterprises should learn marketing strategies as well as different selling techniques whereas the government should provide support in terms of knowledge, technology, and marketing and promotion.

Social Aspect

Members' participation: all members should co-operate beginning from considering the group's capacity and identifying strengths and weaknesses of the group, and later when there is any decision to be made, every member must take part in the procedure and do their best as well as understand the business operation condition of the group. Even though the group revenue was sometimes unsuccessful, everyone co-operates in analyzing problems and finding solution to the problems.

Securing local wisdom: The establishment of community business is partly because of an application of local wisdom into production. Local identity can also be applied in order to add more value to the product in which it can lead to a higher demand of the product in the market. However, traditional local wisdom must be developed for more varieties and modernity in order to respond to the changing society. Therefore, the groups have to create the product uniqueness by applying local wisdom to modernity in order to make the products distinctive and make the groups to be known more.

Human resources development: The operation of community business should give primary importance to human resources development in all aspects. Due to a constant and fast changing in today's business, development of knowledge and skills of the group members is considered very crucial in order to respond to changes effectively and in a timely manner. Moreover, group should try to reduce the dependence on the government and increases the self-reliance by learning and observing from the work instead of only waiting for the government support.

6.2.2 Recommendations on policy

1. The government should support and improve product to gain more standardization boat in domestic levels and international levels. For domestics level like Food and Drugs Administrator (FDA), Community Product Standards (CPS) and at international levels like Halal, and Good Manufacturing Practice (GMP) to build product accountability. Also, OTOP entrepreneurs should be prepared for higher standardization such as HACCP, which would better enable to expand distribution to abroad. Moreover, the government should encourage the training to give knowledge in the development of styles, design, and technology of containers to make them always up to date.

2. The government should support with finance or might form a fund for OTOP entrepreneurs with needs. By the principles even the project was not emphasize on financial supports but funds were key in working. Had any entrepreneurs shortage of fund even receiving knowledge or equipped with technology, they were helpless to improve or to develop their works. Office involved should seek fund or loan with low interest rate for the entrepreneurs by appropriation as by case. It required coordinating with Office of SME enterprise, the commercial bank, fund and different organizations to support funding resources.

3. The government should promote the OTOP products to be known to the foreigners and promote the distribution of products to foreign countries by selecting the products to be shown and sold in the occasions such as the occasion that Thailand is honored to be the host to arrange the international conference. In addition the government should find more distribution channels domestically and internationally. In addition, the government should provide opportunity for entrepreneurs to meet exporters or middleman in trade negotiation, establish the provincial distribution center for trading, and diversifying to present the entire provincial entrepreneurs, build accountability to products and bargaining power organize showrooms for distribution all levels of tambons, districts, and provinces. Publicity should be consistent and serious to make known and to build good image to the product as well as imprinted values to consumer more Thai products.

4. The government should give knowledge and develop human resource or group members, so that the groups can keep up with the situation and change in government policy. There should support with personality development, public and speaking for example, training for the art of speech and social etiquettes, public relation techniques for selling, efficient selling strategies, especially self-improvement in order to develop the potential of members to have more roles of presentation and have equal abilities in the operation.

5. The government should encourage network of collaboration between entrepreneurs, and between groups. Policy should be set to attract the private sectors to more participate with entrepreneurs, such as policy of tax extenuation. Networking drew joint venture, diversifying technology, and knowledge of production, exchanges of information, increasing distribution channels, strengthening bargaining power and invigorating entrepreneurs with potentials in better running business.

6. The government should continuously monitor the operation of the project in order to keep up with the problem conditions and demand of entrepreneurs. The government should invite the academic institutes or related organization to participate in this monitoring, for example inviting the local academic institutes in that area to participate in monitoring the operation of OTOP project.

6.2.3 Recommendations for Tourism

OTOP product development can be connected to tourism by integrating natural resources, mountain, sea, and waterfall, and so on which are important capitals provided by the nature into local identity of the community that are used for a living in order to motivate outside people to come for studying or for cultural tourism. This will make tourist become impressed with the local wisdom and with the products as well as enable the development into cultural tourism area. For tourists who prefer experiencing lifestyles of people in the village to learn local culture and production process of OTOP products, at present the government implement the development policy for the village that obtains OTOP products to become a tourist site under the responsibility of Ministry of Tourism and Sports, Department of Tourism

Development. Objective of OTOP Tourism Village project is to increase income to the community producing OTOP products by linking production to tourism. This idea comes from governmental policy in capacity development of tourism of Thailand and in value-added to tourism site. Moreover, it also increases the competition ability in comparison to neighboring countries which is beneficial to economic development at the bottom level in congruence with the concept of World Tourism Organization (WTO) with regards to sustainable tourism and poverty alleviation. Sustainable tourism is perceived as one solution to poverty alleviation in which it can create an employment and generate more income to the community as well as more widely establish cooperation and participation of community members from one group to the others.

6.2.4 Recommendations for further researches

The researcher recommended for improvement the study of Community Business Performance Achievement: A Case Study of OTOP enterprises for Food Products for further researches as follower:

1. This was a quantitative research and information referred might not be complete and covering deeper issues. So, qualitative approaches should be conducted by interviews or observations of the working process among the OTOP entrepreneurs for better complete details.

2. An investigation of the OTOP enterprises for Food Products only might not referable to others OTOP products greatly. So, there should be studies on others OTOP products greatly such as drinks & beverages, clothing, utensil and souvenirs, and herbal products for appreciate success and to recognize different problem. They would be as guide for improving and developing the OTOP project.

3. This research was just only operation of OTOP enterprises for food products, so the researcher recommended investigating operation of officers, related organizations, local people, and people involved for more evident information.

4. There should be a study on development of the process of production management by relating local wisdom to international marketing management.

5. There should be a survey research on overseas consumers' attitude and demand toward OTOP products in order to apply the results to quality product development for exporting.

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APPENDIX

Appendix A: แบบสอบถาม

แบบสอบถาม

การประเมินความสำเร็จธุรกิจชุมชน

กรณีศึกษากลุ่มชุมชนผู้ผลิตสินค้าหนึ่งตำบลหนึ่งผลิตภัณฑ์ ประเภทอาหาร

ASSESSMENT OF COMMUNITY BUSINESS PERFORMANCE ACHIEVEMENT: A CASE STUDY OF OTOP ENTERPRISES FOR FOOD PRODUCTS

คำชี้แจง: 1. โปรดทำเครื่องหมาย ✓ ใน [ ] หน้าข้อความ หรือเติมข้อความในช่องว่างให้ตรงกับความเป็นจริง หรือความคิดเห็นของท่านมากที่สุด

2. โปรดตอบให้ครบทุกข้อคำถาม เพื่อความสมบูรณ์ในการศึกษา เนื่องจากข้อมูลของท่านจะเป็นประโยชน์สำหรับผู้ทำการวิจัยและงานวิจัยในอนาคต

วันที่ตอบแบบสอบถาม.....

ชื่อผลิตภัณฑ์.....

รหัสสินค้า.....

ได้รับคัดเลือกเป็นสินค้าสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ปี.....ระดับ.....ดาว

ชื่อกลุ่มผู้ผลิต.....

ชื่อหัวหน้ากลุ่มผู้ผลิต.....

ที่ตั้งกลุ่ม เลขที่..... หมู่ที่.....ตำบล.....อำเภอ.....

จังหวัด.....รหัสไปรษณีย์.....

เบอร์โทรศัพท์ติดต่อ.....

โทรสาร.....

E-mail.....

ตอนที่ 1 ข้อมูลทั่วไปผู้ตอบแบบสอบถาม

1. เพศ

[ ] 1. ชาย [ ] 2. หญิง

2. วุฒิการศึกษา

[ ] 1. จบชั้นประถมศึกษา ป.1-ป.3

[ ] 2. จบชั้นประถมศึกษา ป.4-ป.7

[ ] 3. จบชั้นมัธยมศึกษา หรือปวช.

[ ] 4. จบอนุปริญญา หรือปวส.

[ ] 5. จบปริญญาตรี

[ ] 6. จบสูงกว่าปริญญาตรี

3. ตำแหน่งงานในปัจจุบันของผู้ตอบแบบสอบถาม

[ ] 1. หัวหน้ากลุ่ม [ ] 2. รองหัวหน้ากลุ่ม

[ ] 3. สมาชิกกลุ่ม [ ] 4. อื่นๆ.....

ตอนที่ 2 ข้อมูลทั่วไปของกลุ่มท่าน

4. มูลเหตุของการรวมกลุ่ม (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. เพื่อแสวงหาผลกำไร

[ ] 2. เพื่อแสดงออกถึงเอกลักษณ์ ภูมิปัญญาท้องถิ่น

[ ] 3. เพื่อสนองตอบนโยบายของรัฐ

[ ] 4. เพื่อส่งเสริมคนในชุมชนให้มีรายได้เพิ่มขึ้น

[ ] 5. อื่นๆ.....

5. ระยะเวลาจัดตั้งกลุ่ม

[ ] 1. ไม่เกิน 3 ปี [ ] 2. ระหว่าง 3-6 ปี

[ ] 3. มากกว่า 6 ปี

6. จำนวนสมาชิกในปัจจุบัน

[ ] 1. 1-10 คน [ ] 2. 11-20 คน

[ ] 3. 21-30 คน [ ] 4. 30 คนขึ้นไป

7. จำนวนสมาชิกในปัจจุบันเมื่อเทียบกับเมื่อเริ่มจัดตั้งกลุ่ม

[ ] 1. มากกว่าเดิม [ ] 2. เท่าเดิม

[ ] 3. ลดลง

<u>ตอนที่ 3 ปัจจัยสนับสนุนความสำเร็จของกลุ่มด้านเศรษฐกิจ</u>

3.1 การผลิต

8. กระบวนการผลิตและผลิตภัณฑ์ของกลุ่มชุมชนท่านนำมาจากแหล่งใด

[ ] 1.เป็นภูมิปัญญาท้องถิ่น

[ ] 2. เป็นภูมิปัญญาที่อื่น

[ ] 3. เป็นภูมิปัญญาที่อื่นนำมาพัฒนาเพิ่มเติม

[ ] 4. อื่นๆ.....

9. แหล่งวัตถุดิบหลัก

[ ] 1. ในท้องถิ่น (ตำบล) [ ] 2. นอกท้องถิ่น (นอกตำบล)

10. ลักษณะและอายุของผลิตภัณฑ์ (ระยะเวลาถึงวันหมดอายุ)

[ ] 1. อาหารสด อายุของผลิตภัณฑ์.....

[ ] 2. อาหารแปรรูป อายุของผลิตภัณฑ์.....

11. เครื่องหมายรับรองผลิตภัณฑ์ที่ได้รับ (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. อาหารและยา (อย.) [ ] 2. มาตรฐาน มอก.

[ ] 3. มาตรฐานผลิตภัณฑ์ชุมชน [ ] 4. ยังไม่ได้รับเครื่องหมายรับรองใดๆ

[ ] 5. อื่นๆ .....

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	**ระดับการดำเนินงาน**		
	น้อย	**ปานกลาง**	**มาก**
12. การวางแผนกระบวนการผลิต			
13. การควบคุมคุณภาพการผลิต			
14. การควบคุมความสะอาดในการผลิต			
15. การปรับปรุงคุณภาพผลิตภัณฑ์			
16. ผลิตสินค้าได้เพียงพอต่อความต้องการของตลาด			
17. การให้ความสำคัญในเรื่องบรรจุภัณฑ์			
18. การสนับสนุนจากองค์กรต่างๆ ด้านการผลิต (เช่น การฝึกอบรม เทคโนโลยี และอุปกรณ์)			

3.2 การเงิน

19. แหล่งเงินทุนของกลุ่ม (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. สมาชิกร่วมกันลงทุน [ ] 2. กู้ยืมจากสถาบันการเงิน

[ ] 3. เงินทุนของหน่วยงานรัฐบาล [ ] 4. กู้ยืมในท้องถิ่น

[ ] 5. อื่นๆ.....

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
20. การวางแผนการจัดสรรเงินทุนและการใช้จ่าย			
21. ความรู้ความเข้าใจในระบบบัญชี			
22. การสนับสนุนด้านเงินทุนจากองค์กรอื่นๆ			
23. การวางแผนการระดมทุนของกลุ่ม			
24. ความพอใจในการสร้างรายได้ของกลุ่ม			
25. ความพอใจของสมาชิกในการได้รับส่วนแบ่งรายได้			
26. รายได้ปี พ.ศ.2549 ของกลุ่มเมื่อเทียบกับปี พ.ศ.2548			

3.3 การจัดจำหน่าย

27. การจัดจำหน่าย (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. กลุ่มขายเอง

[ ] 2. ขายผ่านหน่วยงานของรัฐ (เช่น ตัวแทนตำบล, ตัวแทนจังหวัด)

[ ] 3. ขายผ่านพ่อค้าคนกลาง

[ ] 4. อื่นๆ.....

28. พื้นที่การจัดจำหน่าย (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. จำหน่ายในท้องถิ่น [ ] 2. จำหน่ายภายในประเทศ

[ ] 3. จำหน่ายในต่างประเทศ

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
29. การวางแผนการจัดจำหน่าย			
30. การขยายช่องทางจัดจำหน่าย			
31. การสนับสนุนการจัดจำหน่ายจากองค์กรอื่นๆ			

3.4 การส่งเสริมการตลาด

32. การสร้างแรงจูงใจให้แก่ลูกค้าของกลุ่มมีวิธีการอย่างไรบ้าง (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. การกำหนดราคาที่เหมาะสม

[ ] 2. สร้างจุดเด่นและเอกลักษณ์ของผลิตภัณฑ์และบริการ

[ ] 3. ใช้การโฆษณา ประชาสัมพันธ์ ตามความเหมาะสม

[ ] 4. อื่นๆ.....

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
33. การวางแผนการตลาดและการโฆษณา			
34. โอกาสในการเข้าร่วมกิจกรรมงานจัดแสดงสินค้า			
35. ความรู้ความสามารถด้านการบริหารการตลาดและการโฆษณาของกลุ่ม			
36. การสนับสนุนการตลาดและการโฆษณาจัดจำหน่ายจากองค์กรอื่นๆ			

<u>ตอนที่ 4 ปัจจัยสนับสนุนความสำเร็จของกลุ่มด้านสังคม</u>

4.1 การมีส่วนร่วมของสมาชิก

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
37. สมาชิกมีส่วนร่วมในการวางแผนการดำเนินงานของกลุ่ม			
38. สมาชิกมีส่วนร่วมในการวางแผนการแก้ไขปัญหาของกลุ่ม			
39. สมาชิกมีโอกาสร่วมตัดสินใจในการดำเนินงานของกลุ่ม			
40. สมาชิกมีโอกาสร่วมคัดเลือกผู้นำหรือคณะกรรมการกลุ่ม			
41. การเข้าร่วมอบรม/สัมมนา/ประชุม/ทำกิจกรรมกลุ่ม			
42. มีการแบ่งงานคนในกลุ่มทำอย่างชัดเจน			

4.2 การรักษาภูมิปัญญาท้องถิ่น

43. กลุ่มของท่านมีการจดสิทธิบัตร/ลิขสิทธิ์ทางปัญญาของสินค้าหรือไม่

[ ] 1. มี

[ ] 2. ไม่มี

[ ] 3. อยู่ระหว่างดำเนินการ

[ ] 4. วางแผนดำเนินการในอนาคต

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
44. ผลผลิตของกลุ่มก่อให้เกิดการรักษาภูมิปัญญาท้องถิ่น			
45. มีการถ่ายทอดภูมิปัญญาท้องถิ่นจากรุ่นสู่รุ่น			
46. ผลผลิตของกลุ่มก่อให้เกิดการต่อยอดภูมิปัญญาท้องถิ่น			

4.3 การพัฒนาทรัพยากรมนุษย์

กลุ่มของท่านมีการดำเนินงานในประเด็นต่อไปนี้อย่างไร	ระดับการดำเนินงาน		
	น้อย	ปานกลาง	มาก
47. มีการอบรมให้ความรู้/ฝึกฝนทักษะ			
48. สร้างจิตสำนึกให้คนรักท้องถิ่น			
49. คนในชุมชนสามารถคิดเองทำเองได้			
50. การส่งเสริมด้านวิชาการ/การอบรมจากองค์กรอื่นๆ			
51. สร้างระบบความคิดให้สามารถเชื่อมโยงกับชุมชนสากลภายนอกได้			

4.4 ปัญหา/อุปสรรค และข้อเสนอแนะของกลุ่ม

52. ปัญหาและอุปสรรคของกลุ่มในประเด็นต่อไปนี้ (สามารถเลือกได้มากกว่า 1ข้อ)

[ ] 1. คุณภาพสินค้า (เช่น มีความคงที่ของรสชาติ).....

[ ] 2. เครื่องจักร/อุปกรณ์การผลิต.....

[ ] 3. วัตถุดิบในการผลิต.....

[ ] 4. อายุของผลิตภัณฑ์.....

[ ] 5. บรรจุภัณฑ์.....

[ ] 6. ความต่อเนื่องของการผลิต (เช่น ตามฤดูกาล).....

[ ] 7. เครื่องหมายรับรองผลิตภัณฑ์.....

[ ] 8. แหล่งเงินทุน.....

[ ] 9. ต้นทุนการผลิต.....

[ ] 10. เงินหมุนเวียนของกลุ่ม.....

[ ] 11. หนี้สินของกลุ่ม.....

[ ] 12. ตัวแทนจำหน่าย.....

[ ] 13. สถานที่จำหน่าย.....

[ ] 14. ความแน่นอนของตลาด.....

[ ] 15. การตลาดและการโฆษณา.....

[ ] 16. การเข้าร่วมงานแสดงสินค้า.....

[ ] 17. การมีส่วนร่วมของสมาชิก.....

[ ] 18. การถ่ายทอดความรู้สู่คนรุ่นใหม่.....

[ ] 19. การพัฒนาทรัพยากรมนุษย์.....

[ ] 20. การสนับสนุนจากภาครัฐ.....

[ ] 21. การประสานงานกับหน่วยงานต่างๆ.....

[ ] 22. อื่นๆ.....

53. ข้อเสนอแนะอื่นๆ

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Appendix B: รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 3 ดาว

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
1	กรุงเทพมหานคร	น้ำพริกเผา	กลุ่มแม่บ้านชุมชนอุดมสิน 2	แขวงจอมทอง
2	กรุงเทพมหานคร	มะม่วงแก้วชาววัง	แม่บ้านเขตตลิ่งชัน (บ้านมะขามแก้ว)	แขวงฉิมพลี
3	กรุงเทพมหานคร	ทองม้วน	กลุ่มแม่บ้านชุมชนศรีอุลัย	แขวงบางยี่ขัน
4	กรุงเทพมหานคร	ถั่วลิสงอบสมุนไพร	กลุ่มแม่บ้านชุมชนวัดภาณุรังษี	แขวงบางพลัด
5	ลพบุรี	กระท้อนหยี	กล่มแม่บ้านเกษตรกรตะลุง	ตะลุง
6	ลพบุรี	กระยาสาร์ทน้ำอ้อย	กลุ่มกระยาสาร์ทน้ำอ้อยสดตราชาวไร่	น้ำสุด
7	ลพบุรี	กระยาสารท	กลุ่มแม่บ้านชุมชน	ไผ่ใหญ่
8	สิงห์บุรี	หมูทุบ-เนื้อทุบ	กลุ่มหมูทุบตำบลต้นโพธิ์	ต้นโพธิ์
9	สิงห์บุรี	เต้าเจี้ยว	กลุ่มแม่บ้านจักรสีห์	จักรสีห์
10	สิงห์บุรี	เต้าเจี้ยวสูตร 1	กลุ่มแม่บ้านเกษตรกรพระนอนจักรสีห์	จักรสีห์
11	สิงห์บุรี	น้ำปลาหวาน	กลุ่มน้ำปลาหวานสิงห์บุรี	ต้นโพธิ์
12	สิงห์บุรี	ไข่เค็มกลิ่นใบเตย	กลุ่มแม่บ้านเกษตรกรเงินออมเฉลิมพระเกียรติ	ท่าข้าม
13	ชัยนาท	มะเฟืองหยี	กลุ่มแม่บ้านเกษตรกรท่าข้าวโพด	บ้านกล้วย
14	ชัยนาท	ทองม้วนสมุนไพรรสขิง	กลุ่มแม่บ้านเกษตรกรดอกไม้ประดิษฐ์	โพนางดำออก
15	สระบุรี	กลุ่มอาชีพสตรีทำปลาร้า	กลุ่มอาชีพทำปลาร้าบ้านหนองปลิง	หนองปลิง
16	นครนายก	น้ำพริกเผา	กลุ่มสตรีบ้านจิกสูง	ปากพลี
17	นครนายก	น้ำพริกปลาร้าสับสมุนไพร	กลุ่มแม่บ้านทรายมูล	ทรายมูล
18	สุพรรณบุรี	ขนมกง	กลุ่มขนมกง	วัดดาว
19	สุพรรณบุรี	กล้วยอบเนย	กลุ่มแม่บ้านยางขาคีม	บ้านกร่าง
20	ชลบุรี	เม็ดมะม่วงหิมพานต์	กลุ่มแม่บ้านแปรรูปเมล็ดมะม่วงหิมพานต์	คลองพลู
21	ระยอง	สับปะรดกวนกะทิ,สับปะรดแก้ว	กลุ่มผลไม้แปรรูปบ้านหนองละลอก	หนองละลอก
22	จันทบุรี	ทุเรียนทอด	กลุ่มปรับปรุงคุณภาพทุเรียนตำบลซึ้ง	ซึ้ง
23	จันทบุรี	ทุเรียนทอดกรอบ	กลุ่มแม่บ้านเกษตรกรหนองบัวสระกระชาย	เขาบายศรี
24	ตราด	สับปะรดกวนผสมสมุนไพร	กลุ่มแม่บ้านเกษตรกรด่านชุมพล	ด่านชุมพล
25	ฉะเชิงเทรา	ขนมชั้นใบเตย	กลุ่มแม่บ้านเกษตรกรบางเตยพัฒนา	บางเตย
26	ฉะเชิงเทรา	แปรรูปข้าวกล้อง	กลุ่มแปรรูปข้าวกล้อง	บ้านซ่อง
27	ปราจีนบุรี	น้ำพริกกุ้งมะขามสด	กลุ่มแม่บ้านเกษตรกรกบินทร์ร่วมใจ	กบินทร์
28	ปราจีนบุรี	กระยาสารทสุวรรณา	กลุ่มกระยาสารทสุวรรณา	บ้านสร้าง
29	สระแก้ว	ไข่เค็มดองน้ำผึ้ง	กลุ่มแม่บ้านเกษตรกรท่าเกษม	ท่าเกษม
30	อุบลราชธานี	คุ๊กกี้ตัวหนอน	กลุ่มแม่บ้านโนนป่าเลา	ยาง
31	อุบลราชธานี	กล้วยเบรกแตก	กลุ่มพัฒนาสตรีบ้านสนามชัย	โพธิ์ไทร

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 3 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
32	ยโสธร	ขนมกระหรี่พับ-ครองแครอง	กลุ่มแม่บ้านเกษตรกรบ้านเหล่าไฮ	เหล่าไฮ
33	ยโสธร	ไข่เค็ม	แม่บ้านเกษตรกรบ้านโนนธาตุ	ฟ้าหยาด
34	อำนาจเจริญ	น้ำจิ้มเนื้อวัว	กลุ่มผู้ผลิตน้ำจิ้มเนื้อวัว	นาป่าแซง
35	ร้อยเอ็ด	ข้าวกล้องซ้อมมือ	กลุ่มแม่บ้านเกษตรกร	ทุ่งกุลา
36	ร้อยเอ็ด	ข้าวกล้อง	กลุ่มอาชีพสตรีข้าวกล้อง	ดินดำ
37	กาฬสินธุ์	ปลาร้า	กลุ่มอาหารจากปลาและทอผ้าพื้นเมือง	เสาเล้า
38	มุกดาหาร	มะพร้าวแก้ว	กลุ่มพัฒนาอาชีพสตรีบ้านชะโนด	ชะโนดน้อย
39	หนองบัวลำภู	น้ำผึ้ง	กลุ่มผู้เลี้ยงผึ้ง อำเภอศรีบุญเรือง	หนองบัวใต้
40	ขอนแก่น	ไส้กรอกอิสาน	กลุ่มแปรรูปผลผลิตการเกษตร	หนองกุงใหญ่
41	อุดรธานี	ข้าวแตนน้ำแตงโม	กลุ่มอาชีพสตรีสหกรณ์บ้านทมนาดี	ทมนางาม
42	เลย	กล้วยฉาบ	กลุ่มแม่บ้านเกษตรกรบ้านเก่า	นาหอ
43	เลย	ถั่วคั่วทราย	กลุ่มเกษตรกรบ้านโนนสะอาด	สานตม
44	หนองคาย	ขนมอัด	กลุ่มแม่บ้านเกษตรกรเวียงคุก	เวียงคุก
45	สกลนคร	กุนเชียง	กลุ่มแปรรูปอาหารบ้านหนองปลาน้อย	เหล่าปอแดง
46	เชียงใหม่	กาละแม	กลุ่มแปรรูปอาหาร	เชิงดอย
47	เชียงใหม่	แหนมและน้ำพริกตาแดง	กลุ่มแม่บ้านเกษตรกรบ้านแม่ตาด	ห้วยทราย
48	ลำพูน	เนื้อลำไยอบแห้ง	กลุ่มแม่บ้านเกษตรกรบ้านสันพระเจ้าแดง	ห้วยยาบ
49	ลำปาง	ข้าวซ้อมมือ	กลุ่มผลิตภัณฑ์ข้าวซ้อมมือ	เสริมขวา
50	เชียงราย	แคบหมูไร้มัน /แคบหมู	กลุ่มอุตสาหกรรมรายย่อยแปรรูปเนื้อสัตว์	นางแล
51	เชียงราย	หมูเส้น	กลุ่มเศรษฐกิจชุมชนครอบครัว	ยางฮอม
52	แม่ฮ่องสอน	น้ำพริกกุ้งป่ามาลา	กลุ่มผู้ผลิตน้ำพริกกุ้งป่ามาลา	แม่คง
53	อุตรดิตถ์	ปลาชิวแก้วตากแห้ง	กลุ่มปลาชิวแก้วแปรรูปอาหารจากปลา	ท่าปลา
54	อุตรดิตถ์	น้ำพริกไข่เค็มสมุนไพร	กลุ่มแม่บ้านเทศบาลท่าสัก	ท่าสัก
55	แพร่	ขนมทองพับไข่วาสนา	กลุ่มขนมทองพับไข่วาสนา	แม่จ๊ะ
56	น่าน	ขนมทองพับ	กลุ่มแปรรูปและถนอมอาหารแม่บ้านบ้านตึ๊ด	วรนคร
57	พิษณุโลก	กล้วยกวน	กลุ่มแม่บ้านเกษตรกรบ้านขอนสองสลึง	ท่าสะแก
58	พิษณุโลก	กล้วยปาปริก้า	กลุ่มแปรรูปอาหารบ้านฟากบึง	ดงประคำ
59	พิษณุโลก	กล้วยกวน	แม่บ้านเกษตรกรวังครุฑ	วังทอง
60	พิจิตร	กล้วยกวนแม่สายทอง	กลุ่มแม่บ้านโพธิ์ประทับช้างร่วมใจ	โพธิ์ประทับช้าง
61	เพชรบูรณ์	มะขามกวน	กลุ่มสตรีวัดไพรสณฑ์	ช้างตะลูด
62	ราชบุรี	ผักดอง 3 รส	กลุ่มแม่บ้านเกษตรกรบัวงาม	บัวงาม
63	ราชบุรี	น้ำพริกเผากุ้ง	วิสาหกิจชุมชนกลุ่มแม่บ้านเกษตรท่าต้นจันทร์	ลาดบัวขาว
64	ราชบุรี	กุนเชียงหมู	กลุ่มสตรีบ้านสิงห์	บ้านสิงห์

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 3 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
65	กาญจนบุรี	หมูพะโล้แดดเดียว	กลุ่มสตรีแปรรูปอาหารตำบลท่าเสา	ท่าเสา
66	กาญจนบุรี	ไข่เค็ม	กลุ่มสตรีสหกรณ์ทำไข่เค็ม	สมเด็จเจริญ
67	สมุทรสงคราม	น้ำตาลมะพร้าวปลอดสารพิษ	กลุ่มน้ำตาลมะพร้าวปลอดสารพิษ	นางตะเคียน
68	เพชรบุรี	ฟักทองทอดอบเนย	กลุ่มแปรรูปทางการเกษตรกลุ่มสตรีบ้านทาน	บ้านทาน
69	ประจวบคีรีขันธ์	คุ๊กกี้สมุนไพร-ผลไม้	กลุ่มแม่บ้านเกษตรบ้านทุ่งกระโตน	ปากแพรก
70	ประจวบคีรีขันธ์	สาเกกรอบน้ำผึ้ง	กลุ่มแม่บ้านเกษตรกรหนองตาแต้ม	หนองตาแต้ม
71	นครศรีธรรมราช	น้ำพริกคั่วแห้ง	กลุ่มแม่บ้านเกษตรกรบ้านทุ่งค่าย	ชะอวด
72	กระบี่	ขนมกาละแม	กลุ่มสตรีสหกรณ์พรุดินนาร่วมใจ	พรุดินนา
73	สุราษฎร์ธานี	กาละแม	กลุ่มแม่บ้านเกษตรกรบ้านแม่น้ำ	แม่น้ำ
74	ระนอง	ผลิตภัณฑ์น้ำพริก	กลุ่มสตรีสหกรณ์บ้านบางกุ้ง	น้ำจืด
75	ชุมพร	แป้งทุเรียน	กลุ่มแม่บ้านเกษตรกรเจริญผลพัฒนา	ตะโก
76	สงขลา	ส้มแขกกวน	กลุ่มแปรรูปผลิตภัณฑ์ส้มแขกยาเร๊ะ	สะบ้าย้อย
77	สตูล	น้ำบูดูมามิง	กลุ่มแม่บ้านพัฒนา บ้านถ้ำทะลุ	ควนโดน
78	ตรัง	ขนมจีบไส้สังขยา	กลุ่มขนมแม่จวนเมืองตรัง	โคกหล่อ
79	พัทลุง	มะขามแช่อิ่มอบพลังแสงอาทิตย์	กลุ่มแม่บ้านเกษตรกรไทรงามใหม่	เขาชัยสน
80	ปัตตานี	น้ำบูดู	กลุ่มสตรีผลิตน้ำบูดูบ้านกระจูด	ไม้แก่น
81	ยะลา	กล้วยหินฉาบ	กลุ่มกล้วยหินฉาบ ม.3	ถ้ำทะลุ
82	นราธิวาส	ปลาส้ม(จากน้ำจืด)	กลุ่มแม่บ้านผลิตปลาส้ม	ลำภู
83	สมุทรปราการ	กล้วยกวนรสมะขาม	กลุ่มพัฒนาการแปรรูปเกษตร	บางพลีใหญ่
84	สมุทรปราการ	ขนมกะหรี่พั๊ฟไส้ไก่	กลุ่มทำขนมตำบลบางยอ	บางยอ
85	นนทบุรี	น้ำพริกซัลมา	กลุ่มน้ำพริกซัลมา	ละหาร
86	ปทุมธานี	กล้วยกลวน	กลุ่มแม่บ้านเกษตรอินนุสรณ์	บึงชำอ้อ
87	ปทุมธานี	ข้าวกล้องปลอดสารพิษ	กลุ่มผู้ปลูกข้าวปลอดสารพิษ	ลำลูกกา
88	พระนครศรีอยุธยา	ขนมเปี๊ยะ,กลีบลำดวน	กลุ่มแม่บ้านขนมอบ	สนามชัย
89	อ่างทอง	หมูทุบ หมูสวรรค์	กลุ่มอาชีพสตรีทำหมูทุบ / หมูสวรรค์	จรเข้ร้อง
90	อ่างทอง	น้ำพริก	กลุ่มแม่บ้านเกษตรกรบ้านมะขาม	ไผ่จำศิล
91	นครราชสีมา	ขนมกะหรี่พัฟ	กลุ่มอาชีพบ้านไพ	ขามเฒ่า
92	บุรีรัมย์	กล้วยกรอบเค็ม	กลุ่มสตรีแปรรูปผลผลิตหนองทองลิ่ม	หนองโบสถ์
93	บุรีรัมย์	กล้วยอบแผ่น	กลุ่มแม่บ้านเกษตรตำบลสำโรง	สำโรง
94	สุรินทร์	พริกป่นปลาช่อนหอมงา	กลุ่มสตรีบ้านออด	บัวเชด
95	ศรีสะเกษ	ข้าวกล้องปลอดสาร	กลุ่มแม่บ้านเกษตรกรณ์บ้านหนองครก	หนองครก
96	ศรีสะเกษ	ปลาส้ม	กลุ่มนาวาสามัคคี	โพธิ์ศรี
97	ชัยภูมิ	น้ำพริกเผา	กลุ่มแม่บ้านเกษตรกรบ้านขวาน้อย	บุ่งคล้า

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 3 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
98	มหาสารคาม	ข้าวแต๋นน้ำผลไม้	แม่บ้านเกษตรกรหนองโก	หนองโก
99	นครสวรรค์	กล้วยกวนเลิศรส	กลุ่มผลิตกล้วยกวนบ้านอ่างทอง	อ่างทอง
100	นครสวรรค์	กล้วยแก้วสามรส กล้วยกวนเสวย	กลุ่มแม่บ้านเกษตรกรเขาน้อย	ท่าตะโก
101	อุทัยธานี	มะพร้าวเสวย	กลุ่มแปรรูปอาหารบ้านล่อมฟัก	ทัพทัน
102	กำแพงเพชร	เห็ดสวรรค์	กลุ่มเพาะเห็ดบ้านหนองกระทุ่ม	หัวถนน
103	กำแพงเพชร	ใส้กรอกหมู	กลุ่มแปรรูปอาหาร	ถ้ำกระต่ายทอง
104	กำแพงเพชร	น้ำพริกแกง	กลุ่มแม่บ้านเกษตรกรบ้านคุยมะม่วง	โนนพลวง
105	ตาก	น้ำพริกปลาร้า	กลุ่มน้ำพริกคุณจำเนียร บ้านแม่บอน	ตากออก
106	สุโขทัย	น้ำพริกแกงส้ม แกงเผ็ด	กลุ่มน้ำพริกแกงส้ม แกงเผ็ด บ้านบ่อเพลา	กกแรต
107	สุโขทัย	กุนเชียงศรีพนมมาศ	กลุ่มแปรรูปบ้านดงไทย	นาทุ่ง

Appendix C: รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 4 ดาว

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
1	กรุงเทพมหานคร	เต้าหู้ใบตองชนิดทอด	วิสาหกิจชุมชน กรุงธน	แขวงบุคคโล
2	กรุงเทพมหานคร	ทองม้วนกรอบ	กลุ่มแม่บ้านบางมดพัฒนา	แขวงท่าข้าม
3	กรุงเทพมหานคร	หมี่กรอบสมุนไพร	กลุ่มอนุรักษ์ขนมไทย	แขวงคลองสองต้น
4	กรุงเทพมหานคร	คุกกี้สมุนไพร	กลุ่มอาชีพแม่บ้านหมู่ 5 กระทุ่มราย	แขวงกระทุ่มราย
5	ลพบุรี	ขนมเปี๊ะ	กลุ่มสตรีอาสา ม.5 ต.โพธิ์เก้าต้น	โพธิ์เก้าต้น
6	ลพบุรี	ขนมเปี๊ยะตุลาการ	กลุ่มแม่บ้านเกษตรกรโพธิ์เก้าต้น	โพธิ์เก้าต้น
7	ลพบุรี	ข้าวตังทานตะวัน	กลุ่มแม่บ้านเกษตรกรชอนน้อย	ชอนน้อย
8	ลพบุรี	ขนมทองม้วนธัญพืช	กลุ่มแม่บ้านเกษตรกรหัวลำ	หัวลำ
9	สิงห์บุรี	น้ำพริกเผา - ตาแดง	แม่บ้านวัดประดับ	บางระจัน
10	สิงห์บุรี	ปลาแดดเดียว	กลุ่มสตรีถนอมอาหารจากปลาบ้านตราชู	บ้านหม้อ
11	ชัยนาท	ไข่เยี่ยวม้าใบเตยไร้สารตะกั่ว	กลุ่มแม่บ้านวัดสะพาน	ท่าชัย
12	ชัยนาท	น้ำพริกเผา	กลุ่มแม่บ้านคงคาราม	โพนางดำตก
13	สระบุรี	ขนมกล้วยกวน (กล้วยทิพย์)	กลุ่มสตรีแม่บ้านพุคำจาน	พุคำจาน
14	สระบุรี	ทองม้วนสมุนไพร	กลุ่มพัฒนาสตรีตำบลนายาว	นายาว
15	สระบุรี	กุนเชียงสมุนไพรสูตรกระเทียม	กลุ่มอาชีพแปรรูปผลิตภัณฑ์เนื้อสัตว์	มวกเหล็ก
16	นครนายก	น้ำเต้าหู้นมสด	กลุ่มอาชีพน้ำเต้าหู้นมสด	สาริกา
17	นครนายก	มะปรางอบแห้ง มะขามอบแห้ง	กลุ่มแม่บ้านดงแปรรูปผลไม้	สาริกา
18	นครนายก	ขนมกระหรี่พัฟฟ์	กลุ่มแม่บ้านเกษตรกรบ้านเนินใหม่	โคกกรวด
19	นครนายก	น้ำพริกเผาเห็ดฟาง	กลุ่มสตรีบ้านดอนเปริ่ง	พิกุลออก
20	สุพรรณบุรี	กล้วยน้ำว้าหวานอบเนย	กลุ่มแม่บ้านเกษตรกรเดิมบาง	เดิมบาง
21	สุพรรณบุรี	ปลาร้าสับทรงเครื่อง	กลุ่มแม่บ้านท้ายบ้านสามัคคี	ต้นตาล
22	ชลบุรี	หมูแดดเดียว	กลุ่มแม่บ้านเกษตรเกาะลอยบ้านเนินมะขาม	เกาะลอย
23	ชลบุรี	กุนเชียงหมู	แม่บ้านเกษตรกรทุ่งขวางสามัคคี	ทุ่งขวาง
24	ระยอง	ลอดช่องอบแห้งสายรุ้ง	กลุ่มแม่บ้านเกษตกรบ้านพยูน	บ้านฉาง
25	จันทบุรี	หมูชะมวงบรรจุกระป๋อง	กลุ่มแม่บ้านเกษตรกรคลองนารายณ์	คลองนารายณ์
26	จันทบุรี	ทุเรียนกวน	กลุ่มแม่บ้านเกษตรกรเขาบายศรี	เขาบายศรี
27	ตราด	น้ำพริกมะขามกุ้งสด	แม่บ้านเกษตรกรบ้านคันนา	ห้วงน้ำขาว
28	ตราด	ทุเรียนอบกรอบ	วิสาหกิจชุมชนตำบลทุ่งนนทรี	ทุ่งนนทรี
29	ฉะเชิงเทรา	ไข่เค็มกลิ่นใบเตย	กลุ่มพัฒนาสตรีตำบลแสนภูดาษ	แสนภูดาษ
30	ฉะเชิงเทรา	ข้าวสาร	กลุ่มสตรีผลิตข้าวสารหอมมะลิ	ดงน้อย
31	ปราจีนบุรี	ดวงสุดากระยาสารท	กลุ่มกระยารทเทศบาลบ้านสร้าง	บ้านสร้าง

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 4 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
31	ปราจีนบุรี	ดวงสุดากระยาสารท	กลุ่มกระยารทเทศบาลบ้านสร้าง	บ้านสร้าง
32	อุบลราชธานี	ปลานิลแดดเดียวสมุนไพร	กลุ่มแม่บ้านเกษตรกรบ้านทัพไทย	แจระแม
33	อุบลราชธานี	ข้าวกล้อง	กลุ่มสตรีออมทรัพย์	ข้าวปุ้น
34	อุบลราชธานี	น้ำพริกแมงดา	แม่บ้านเกษตรกร	แก่งเค็ง
35	อุบลราชธานี	ไขเค็มพอกดินจอ มปลวก	กลุ่มพัฒนาสตรีอ่างศิลา	อ่างศิลา
36	ยโสธร	น้ำพรินรกแมงดา	กลุ่มแม่บ้านเกษตรกรดงสวางสามัคคี	โคกนาโก
37	อำนาจเจริญ	ข้าวกล้อง	กลุ่มข้าวกล้องบ้านโคกพระ หมู่ที่ 10	นาป่าแซง
38	ร้อยเอ็ด	ข้าวเกรียบว่าว(ข้าวโป่งอิสาน)	แม่บ้านเกษตรกรพรมสวรรค์ร่วมใจพัฒนา	พรมสวรรค์
39	ร้อยเอ็ด	ขนมเปี๊ยะชาววัง พายสับปะรด	กลุ่มขนมบ้านยางเลิง	ดอกไม้
40	กาฬสินธุ์	ถั่วตัดสมุนไพร	กลุ่มแม่บ้านเกษตรกรกุดโดน	กุดโดน
41	นครพนม	ส้มปลาชะโด	กลุ่มแปรรูปเชิงธุรกิจส้มปลาชะโด	ไชยบุรี
42	นครพนม	กาละแมสุขสบาย	กลุ่มผลิตกาละแมบ้านหัวบึงท่า	ธาตุพนมเหนือ
43	มุกดาหาร	ไข่เค็มพอกเสริมไอโอดีน	กลุ่มแม่บ้านเกษตรกรบ้านด่านมน	นิคมคำสร้อย
44	ขอนแก่น	ปลาร้าบอง	กลุ่มแม่บ้านเกษตรกรแปรรูปน้ำพริก	หนองบัว
45	อุดรธานี	ถั่วลิสงคั่วทราย	แม่บ้านเกษตรกรบ้านคำเจริญ	เมืองเพีย
46	เลย	มะพร้าวแก้วแผ่น	กลุ่มสตรีมะพร้าวแก้ว	เชียงคาน
47	เลย	กล้วยนิโกร	กลุ่มแปรรูปผลผลิตทางการเกษตรบ้านภูป่าไผ่	โนนป่าชาง
48	หนองคาย	กล้วยตาก	กลุ่มแม่บ้านเกษตรสังคม	สังคม
49	เชียงใหม่	กระเทียมโทนดองน้ำผึ้ง	กลุ่มแม่บ้านเกษตรกรบ้านป่าไผ่	แม่โป่ง
50	เชียงใหม่	เนื้อลำไยอบแห้งสีทอง	กลุ่มสตรีสหกรณ์บ้านแคว	ท่ากว้าง
51	ลำพูน	ลำไยอบแห้งเนื้อสีทอง	กลุ่มสตรีแม่บ้านป่าซาง	ป่าซาง
52	ลำปาง	ข้าวแต๋นน้ำแตงโม	กลุ่มแม่บ้านเกษตรกรใหม่เหล่ายาว	วิเชตนคร
53	พะเยา	น้ำพริกลาบ	กลุ่มแม่บ้านผลิตน้ำพริกลาบ	ดอกคำใต้
54	เชียงราย	ลำใยสีทอง	กลุ่มแปรรูปผลผลิตเกตรตำบลสันติสุข	สันติสุข
55	แม่ฮ่องสอน	น้ำพริกกุ้ง	กลุ่มแม่บ้านเกษตรกรสายน้ำผึ้ง	แม่สะเรียง
56	อุตรดิตถ์	กล้วยอบอนามัย	กลุ่มแม่บ้านเกษตรกรมาเป็นเลิศ	บ้านเกาะ
57	อุตรดิตถ์	ปลาส้ม	กลุ่มแม่บ้านประมงบ้านวังตะคร้อ	บ้านแก่ง
58	แพร่	หมูทุบ หมูหยอง หมูสวรรค์	กลุ่มแม่บ้านเกษตรเหมืองหม้อ	เหมืองหม้อ
59	แพร่	แปรรูปอาหารจากหมู	กลุ่มแม่บ้านแปรรูปอาหารบ้านหนองช้างน้ำ	บ้านกาศ
60	น่าน	กล้วยกรอบ	กลุ่มแปรรูปผลิตผลทางการเกษตร	หมอเมือง
61	พิษณุโลก	น้ำพริกกุ้งตราแม่กุหลาบ	กลุ่มแม่บ้านเกษตรวัดจันทร์	วัดจันทร์
62	พิษณุโลก	หมี่เตี๋ยว(เส้นแบน)	กลุ่มมังกรทอง	อรัญญิก
63	พิจิตร	น้ำพริกปลาย่าง	กลุ่มอาชีพสตรีทำน้ำพริกบ้านโคกกระถิน	วังตะกู

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 4 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
64	พิจิตร	ไข่เค็มไอโอดีน	กลุ่มอาชีพสตรีบ้านหนองหญ้าปล้อง	วังโมกข์
65	เพชรบูรณ์	ข้าวกล้องมะลิแดง	กลุ่มเกษตรสร้างฝัน	บ้านกล้วย
66	เพชรบูรณ์	ทองม้วนสมุนไพรใส้หมูหยอง	กลุ่มแม่บ้านเกษตรกรบ้านซับเจริญ	ซับไม้แดง
67	ราชบุรี	มะม่วงแช่อิ่มปลอดสารพิษ	กลุ่มแม่บ้านเกษตรเขากลอยพัฒนา	ทุ่งหลวง
68	กาญจนบุรี	หมูร้าทรงเครื่อง	สตรีอาสาเพื่อการผลิต	บ่อพลอย
69	กาญจนบุรี	เนื้อกำแพงแสนสมุนไพรแดดเดียว	กลุ่มแปรรูปอาหารหมู่บ้านหนองตาเลา	ดอนขมิ้น
70	นครปฐม	หมูฉีก	กลุ่มสตรีแม่บ้านตำบลสระกะเทียม	สระกะเทียม
71	นครปฐม	ข้าวเกรียบจากผลไม้	กลุ่มปลูกพืช -เลี้ยงสัตว์ แปรรูปผลไม้	โคกพระเจดีย์
72	สมุทรสาคร	กะปิ	กลุ่มอาชีพกองทุนหมู่บ้านสหกรณ์	พันท้ายนรสิงห์
73	สมุทรสงคราม	กล้วยกวน	กลุ่มแม่บ้านสวนหลวง	สวนหลวง
74	เพชรบุรี	น้ำตาลโตนดแท้	กลุ่มแปรรูปน้ำตาลโตนด	หนองกะปุ
75	ประจวบคีรีขันธ์	ขนมข้าวกล้องป้าฮวน	กลุ่มอาชีพขนมข้าวกล้องชุมชนทับสะแก	ทับสะแก
76	นครศรีธรรมราช	กล้วยเล็บมือนางกรอบแก้ว	กลุ่มเก้ากอพัฒนา	ทอนหงส์
77	นครศรีธรรมราช	ลูกจันทน์เส้น	แม่บ้านเกษตรกรน้ำตกวังศิลา	ร่อนพิบูลย์
78	พังงา	น้ำพริกกุ้งเสียบ	กลุ่มแม่บ้านเกษตรกรบ้านกะไหล	กะไหล
79	ภูเก็ต	ขนมพริกไทยรสหอม	กลุ่มแม่บ้านเกษตรกร	เกาะแก้ว
80	สุราษฎร์ธานี	หอยนางรม	กลุ่มเลี้ยงหอยนางรมบ้านปากกะแดะ	กะแดะ
81	ชุมพร	กล้วยอบเล็บมือนาง	กลุ่มกล้วยอบเล็บมือนาง	แหลมทราย
82	สตูล	ขนมลากรอบ ขนมกลีบลำดวน	กลุ่มแม่บ้านบ้านควนน้ำใส	ละงู
83	ตรัง	แกงไตปลาสำเร็จรูป	กลุ่มแม่บ้านเกษตรกรท่าข้ามสัมพันธ์	ท่าข้าม
84	พัทลุง	ทองม้วน, กล้วยฉาบ, ปั้นขลิบ	แม่บ้านเกษตรกรบ้านป่ากันก้าวหน้า	หานโพธิ์
85	ปัตตานี	น้ำพริกกุ้ง	กลุ่มแม่บ้านเกษตรกรบ้านน้ำพริกบ่อทอง	บ่อทอง
86	ยะลา	เครื่องแกงสมุนไพร	กลุ่มเกษตรกรอามานะฮ์	เนินงาม
87	นราธิวาส	ข้าวซ้อมมือ	กลุ่มแม่บ้านเกษตรกรโคกอิฐ-โคกใน	พร่อน
88	สมุทรปราการ	ปลาสลิดทอด 3 รส	กลุ่มแปรรูปปลาสลิดหอมอ.บางบ่อ	บางพลีน้อย
89	สมุทรปราการ	ขนมเกสรลำเจียกลูกจาก	กลุ่มแม่บ้านเกษตรกรคลองยายหลี	แหลมฟ้าผ่า
90	นนทบุรี	ไข่เค็มสมนึก (สูตรโบราณ)	กลุ่มไข่เค็มสมนึก(สูตรโบราณ)	บางรักพัฒนา
91	ปทุมธานี	น้ำพริกกลางดง	กลุ่มอาชีพสหกรณ์น้ำพริกคู่ครัวไท	คลองสอง
92	ปทุมธานี	น้ำพริกสำเร็จสำเร็จรูปกลางดง	วิสาหกิจชุมชนกลุ่มอาชีพน้ำพริกแม่ปรีดา	ลำผักกูด
93	พระนครศรีอยุธยา	ขนมไทยโบราณ	กลุ่มอาชีพขนมไทยโบราณ	หอรัตนไชย
94	อ่างทอง	กล้วยแผ่นอบม้วน	กลุ่มแม่บ้านเกษตรกรบ้านแห	บ้านแห
95	นครราชสีมา	น้ำพริกปลาร้าบอง น้ำพริกเผากุ้ง	กลุ่มแปรรูปน้ำพริก	โพธิ์กลาง
96	นครราชสีมา	น้ำพริกชนิดต่าง ๆ	กลุ่มแปรรูปพริกบ้านเสมา	เมืองนาท
97	บุรีรัมย์	ข้าวกล้อง	กลุ่มข้าวกล้องมะลิแดงเพื่อสุขภาพ	บ้านปรือ

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 4 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
98	บุรีรัมย์	ขนมดอกจอก	กลุ่มพัฒนาสตรีสายตรี 2	ปราสาท
99	บุรีรัมย์	ขนมทองม้วนสมุนไพร	กลุ่มขนมทองม้วนสมุนไพร	ห้วยราช
100	สุรินทร์	ผักกาดหวาน,ผักกาดดองสามรส	กลุ่มแม่บ้านเกษตรกรละหุ่งพัฒนา	นาบัว
101	ศรีสะเกษ	ขนมกล้วยอัดอบน้ำผึ้ง	กลุ่มแม่บ้านเกษตรกร	ผักไหม
102	ชัยภูมิ	ถั่วกรอบแก้วครูตุ้ย	กลุ่มแปรรูปอุตสาหกรรมในครัวเรือน	หนองนาแซง
103	มหาสารคาม	ข้าวแตน	กลุ่มแม่บ้านเกษตรกรหนองบัวดง	มิตรภาพ
104	นครสวรรค์	น้ำพริกแกง	น้ำพริกแกงแม่บ้านเกษตรกรหัวแหลม	โกรกพระ
105	นครสวรรค์	น้ำพริกเผาผัด	กลุ่มแม่บ้านเกษตรกรพนมรอก	พนมรอก
106	นครสวรรค์	ไข่เค็มสมุนไพร (ไข่เค็มดิบ)	กลุ่มไข่เค็มสมุนไพร	หนองนมวัว
107	อุทัยธานี	ปลาเส้นสวรรค์ผสมสมุนไพร	กลุ่มแม่บ้านเกาะเทโพ	เกาะเทโพ
108	อุทัยธานี	ข้าวหอมมะลอินทรีย์	กลุ่มผลิตข้าวอินทรีย์	โคกหม้อ
109	กำแพงเพชร	กล้วยฉาบ	กลุ่มแม่บ้านเกษตรกรสามัคคีอ่างทอง	อ่างทอง
110	ตาก	ทอฟฟี่ กะทิสด-รสขิง	กลุ่มแปรรูปผลิตผลทางการเกษตร	วังหิน
111	ตาก	กล้วยอบน้ำผึ้ง	กลุ่มแม่บ้านเกษตรบ้านป่ายางเหนือ	ย่านรี
112	สุโขทัย	กล้วยอบเนย	กลุ่มอาชีพกล้วยอบเนย	สารจิตร

Appendix D: รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 5 ดาว

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
1	กรุงเทพมหานคร	ช็อกโกแลตสมุนไพรและธัญพืช	กลุ่มผลิตช็อกโกแลตสมุนไพรและงานหัตถกรรม	แขวงลาดยาว
2	กรุงเทพมหานคร	มะขามคลุกเสวย	กลุ่มบ้านมะขามสะพานสูง	แขวงสะพานสูง
3	ลพบุรี	ปลาสัมฟัก(แหนมปลา)	นางจำรูญศรี หาญณรงค์	เชียงงา
4	สิงห์บุรี	ปลาช่อนแดดเดียวทอด	แม่บ้านเกษตรกรแม่ลาสิงห์บุรี	ต้นโพธิ์
5	สิงห์บุรี	ข้าวตังหน้าปลา	กลุ่มแม่บ้านเกษตรกรวิหารขาวสามัคคี	วิหารขาว
6	สระบุรี	คุกกี้ธัญพืชกระเจี๊ยบ	กลุ่มแม่บ้านเกษตรกรพุแค	พุแค
7	นครนายก	ขนมกระยาสาร์ท	กลุ่มแม่บ้านสตรีศรีดงละคร	ดงละคร
8	สุพรรณบุรี	ข้าวอินทรีย์เพื่อสุขภาพ	กลุ่มผลิตข้าวอินทรีย์เพื่อสุขภาพ	หัวเขา
9	สุพรรณบุรี	ทองม้วนแก้วเจ้าจอม	กลุ่มวิสาหกิจชุมชนแก้วเจ้าจอม	ด่านช้าง
10	ชลบุรี	ทองม้วนไส้หมูหยอง	ทองม้วนสายชล	คลองกิ่ว
11	ชลบุรี	น้ำพริกแกงเขียวหวานชนิดผง	กลุ่มสตรีน้ำพริกปรุงรสตำบลท่าบุญมี	ท่าบุญมี
12	ระยอง	ปลาหมึกอบกรอบ	วิสาหกิจชุมชนผลิตภัณฑ์เกษตรประมงบ้านเพ	บ้านเพ
13	ระยอง	ข้าวเกรียบผลไม้และข้าวเกรียบสมุนไพร	กลุ่มแม่บ้านเกษตรกรบ้านแลงพัฒนา	บ้านแลง
14	ระยอง	ทุเรียนทอดกรอบ	กลุ่มสตรีอาสาพัฒนาหนองตารส	ตะพง
15	ตราด	ขนมปังกรอบ	ชุมชนหนองบัว	วังกระแจะ
16	ตราด	กุ้งแห้ง	แม่บ้านสามัคคีชุมชน หนองคันทรง	หนองคันทรง
17	ฉะเชิงเทรา	ขนมไทย เช่น กระยาสารท	วิสาหกิจชุมชนโสธรพัฒนา	โสธร
18	ฉะเชิงเทรา	ฝอยทอง ฝอยเงิน ทองหยิบ ทองหยอด	กลุ่มสตรีขนมหวานบางปะกง (บ้านคลองผีขุด)	บางปะกง
19	อุบลราชธานี	ปลานิลแดดเดียว	กลุ่มสตรีบ้านทัพไทย	แจระแม
20	อุบลราชธานี	แจ่วบองปลาร้า-น้ำพริกปลาย่าง	กลุ่มสตรีปลาร้าปลารวย	แจระแม
21	อุบลราชธานี	ปลาแก้ว	กลุ่มปลาแก้วสามรส	คันไร่
22	ยโสธร	ส้มปลาตองกราย	กลุ่มแม่บ้านเกษตรท่าค้อ	ขุมเงิน
23	ยโสธร	ข้าวอินทรีย์ปลอดสารพิษ	กลุ่มผลิตข้าวอินทรี ต.น้ำอ้อม	น้ำอ้อม
24	ร้อยเอ็ด	ข้าวสารจ้าวหอมมะลิ ข้าวกล้อง	กลุ่มเกษตรกรทำนาศรีสว่าง	ศรีสว่าง
25	ร้อยเอ็ด	ถั่วอบสมุนไพร	กลุ่มแม่บ้านเกษตรกรบ้านผักแว่น ม.12	ผักแว่น
26	นครพนม	ส้มปลาชะโดป้าจิก	กลุ่มแม่บ้านเกษตรกรไชยบุรี	ไชยบุรี
27	ขอนแก่น	ขนมทองพับ - ทองม้วน	กลุ่มแม่บ้านหมู่ที่ 2	บ้านฝาง
28	ขอนแก่น	ถั่วตัด	กลุ่มแปรรูปอาหารบ้านลาน	บ้านลาน

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 5 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
29	ขอนแก่น	ส้มปลาตอง	กลุ่มแม่บ้านแปรรูปปลา	หนองกุงเซิน
30	อุดรธานี	ขนมทองม้วนสมุนไพร	กลุ่มอาชีพ ขนมสมันไพร ชุมชนโนนยาง	นครอุดรธานี
31	อุดรธานี	ปลาส้ม	ปลาส้ม	นครอุดรธานี
32	สกลนคร	ข้าวหอมทอง	กลุ่มแม่บ้านเกษตรกรบ้านนาบ่อ	ปลาโหล
33	เชียงใหม่	ประเภทอาหาร สมุนไพรแปรรูป	กลุ่มอนุรักษ์สมุนไพรป่าไม้แดง	แม่โป่ง
34	เชียงใหม่	ลำไยอบแห้งเนื้อสีทอง	กลุ่มแม่บ้านเกษตรกรบ้านสันปูเลย	สันปูเลย
35	เชียงใหม่	รอยัลเยลลี่แคปซูล	กลุ่มสุภาฟาร์มผึ้ง	ริมใต้
36	เชียงใหม่	คุ้กกี้งาเมือง	กลุ่มแม่บ้านเกษตรกรบ้านแม่ตาด (ขนมอบ)	ห้วยทราย
37	ลำปาง	ข้าวแต๋นสุขภาพ	กลุ่มแปรรูปข้าวแต๋นน้ำแตงโมอำพันธ์	บ้านเป้า
38	ลำปาง	ข้าวแต๋นน้ำแตงโม	กลุ่มข้าวแต๋นน้ำแตงโม	บ้านเป้า
39	พะเยา	น้ำพริกบรรจุกระป๋อง	กลุ่มสตรีสหกรณ์แปรรูปอาหารบ้านห้วยน้ำขาว	ท่าวังทอง
40	พะเยา	ข้าวกล้องปลอดสารพิษ ข้าหอมมะลิ	กลุ่มเกษตรกรทำนาทุ่งรวงทอง	ทุ่งรวงทอง
41	พะเยา	กะละแมโบราณ	กลุ่มกะละแมโบราณ	หย่วน
42	พะเยา	แคบหมูไร้มัน (แคบหมูอัจฉรา)	แม่บ้านเกษตรกรสันกลาง	ดอกคำใต้
43	แพร่	ถั่วอบสมุนไพร	กลุ่มแม่บ้านวังโป่ง	ร้องกวาง
44	แพร่	น้ำพริกลาบเมืองแพร่	กล่มแม่บ้านบ้านเทพรวมใจ	บ้านกลาง
45	เพชรบูรณ์	ข้าวเกรียบฟักทอง	แม่บ้านเกษตรกรนครบาลเพชรบูรณ์	เขตเทศบาล
46	กาญจนบุรี	หมี่กรอบสมุนนไพร	กลุ่มแม่บ้านเกษตรกรมะขามทอง	ตะคร้ำเอน
47	นครปฐม	กาละแมลุงพรสูตรธัญพืช	กลุ่มกะละแมทัพหลวง	ทัพหลวง
48	นครปฐม	ขนมเปี๊ยะหลากรส	กลุ่มสตรีอาสาพัฒนาหมู่6	วังตะกู
49	นครปฐม	กล้วยกรอบทอง	กลุ่มห้วยหมอนทองสามัคคีมุ่งพัฒนา	ห้วยหมอนทอง
50	นครปฐม	ขนมเปี๊ยะกุหลาบ	กลุ่มผลิตขนมทุ่งบัว	ทุ่งบัว
51	นครปฐม	ขนมเปี๊ยะอบเทียนสูตรชาววัง	กลุ่มแม่บ้านบึงลาดสวาย	บางภาษี
52	สมุทรสงคราม	กล้วยเบรคแตก	วิสาหกิจชุมชนกลุ่มแม่บ้านเกษตรกรดาหลา	ท้ายหาด
53	สมุทรสงคราม	ปลาหยอง	กลุ่มสหกรณ์ประมงบางจะเกร็ง-บางแก้ว	บางแก้ว
54	สมุทรสงคราม	น้ำตาลมะพร้าว	กลุ่มอาชีพสตรีคลองเขิน	คลองเขิน
55	สมุทรสงคราม	ลอดช่องบางคนที	กลุ่มแม่บ้านเกษตรกรวัดไทรสร้างสรรค์	กระดังงา
56	สมุทรสงคราม	ขนมไทยโบราณ	กลุ่มขนมไทยโบราณ	บางช้าง
57	เพชรบุรี	ขนมทองม้วน	กลุ่มแม่บ้านเกษตรกรโพพระพัฒนา	โพพระ

รายชื่อกลุ่มตัวอย่างที่ได้รับการคัดสรรสุดยอดหนึ่งตำบล หนึ่งผลิตภัณฑ์ไทย ปี พ.ศ. 2549 ระดับ 5 ดาว (ต่อ)

ลำดับที่	จังหวัด	ชื่อผลิตภัณฑ์	ชื่อกลุ่มผู้ผลิต	ตำบล
58	เพชรบุรี	ขนมหม้อแกง	กลุ่มขนมหวานพื้นเมือง	ห้วยโรง
59	เพชรบุรี	ฮ้อยจ้อ,แฮ่กิ้น	กลุ่มอาหารทะเลแปรรูป	บางตะบูน
60	เพชรบุรี	หอยตลับสามรส	กลุ่มแม่บ้านเกษตรกรภูมิปัญญาบางแก้ว	บางแก้ว
61	เพชรบุรี	ปลากรอบปรุงรส	กลุ่มสตรีอาสาพัฒนาตำบลบางแก้ว	บางแก้ว
62	นครศรีธรรมราช	ขนมลาม้วนเล็ก	กลุ่มอาชีพทำขนมลา	หูล่อง
63	นครศรีธรรมราช	ลูกจันทน์แปรรูป (ลูกจันทน์เส้น)	กลุ่มแปรรูปลูกจันทน์ป้าริ่น	ร่อนพิบูลย์
64	พังงา	ผลิตกุ้งย่าง	กลุ่มสตรีเพื่อการส่งเสริมอาชีพบ้านโคกไคร	มะรุ่ย
65	สงขลา	ต้มสามเหลี่ยมใส่ไส้ และขนมไทย	ร้านขนมไทยแม่ฉวี	เขตเทศบาล
66	ภูเก็ต	ซีอิ้วดำ-ขาว	กลุ่มจันทร์เวียงทอง	เทพกระษัตรี
67	ยะลา	หมี่เหลืองเบตง	แม่บ้านรวมใจพัฒนา	เบตง
68	นนทบุรี	ขนมมงคล	กลุ่มขนมมงคลเกาะเกร็ด	เกาะเกร็ด
69	นครราชสีมา	ข้าวแตน	กลุ่มแม่บ้านเกษตรกรบ้านปอนางเหริญ	เกษมทรัพย์
70	ศรีสะเกษ	ข้าวหอมมะลิปลอดสารพิษ	กลุ่มเกษตรทิพย์	ประดู่
71	นครสวรรค์	ข้าวกล้องปลอดสารพิษ	กลุ่มแม่บ้านเกษตรกรฟากคลอง	หนองกรด

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