STUDY ON MANAGEMENT SYSTEM OF COMMUNAL ENTERPRISE : A CASE STUDY OF UBONRATCHATHANI PROVINCE, THAILAND

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Thesis

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STUDY ON MANAGEMENT SYSTEM OF COMMUNAL ENTERPRISE : A CASE STUDY OF UBONRATCAHTHANI PROVINCE, THAILAND

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ABSTRACT

The objective of this study was to study the management of community enterprises. The procedure consisted of 2 steps; document analysis and observation. The tool for collecting primary data was interviews of community enterprises in the study area and questionnaires of community product comsumers in Ubonratchathani province. The study boundaries were Nikom Lamdomnoi sub district and vicinity area, Ubonratchathani, Thailand. The period of study was November 2006- April 2007.

The results showed the 7 communal product groups were pickled fish product of Ban Laem Sawan group, can bamboo shoot product of Ban Ta Mui group, pestle product of Ban Kum Charoen Suk group, Dok Kham bloom product of Ban Hui Wer group, Yarn product of Ban Kum Nam Saeb group, grass blossom bloom product of Ban Sa Som group and bamboo rice container product of Ban Ta Long group. The procedure of communal product groups did not follow communal enterprise principles because most compensation accounts were at a loss; however, they still continued a business by earning rewards by themselves. The procedure has 4 problems to running an enterprise: human resources, production knowledge, facilities and management problems.

The recommendations are promoted value added production and introduce appropriate facilities and marketing. In addition, further research should study the potential of the community to use appropriate facilities and manage the enterprise as an effective One Tambon One Product according to product, origin and uniqueness of the community products.

KEY WORDS: MANAGEMENT SYSTEM / COMMUNAL ENTERPRISE
COMMUNAL PRODUCTS

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(STUDY ON MANAGEMENT SYSTEM OF COMMUNAL ENTERPRISE : A CASE STUDY OF UBONRATCAHTHANI PROVINCE, THAILAND)

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ ศึกษาระบบการบริหารจัดการองค์กรวิสาหกิจชุมชน โดยมีวิธีการดำเนินการวิจัย 2 ขั้นตอน ได้แก่ การวิจัยเอกสารและการวิจัยเชิงสำรวจ ซึ่งเครื่องมือที่ใช้ในการเก็บข้อมูลปฐมภูมิ คือแบบสัมภาษณ์แบบมีโครงสร้างสำหรับกลุ่มผลิตภัณฑ์ชุมชนในพื้นที่ศึกษา และแบบสอบถามสำหรับผู้ซื้อสินค้าเผลิตภัณฑ์ชุมชนในจังหวัดอุบลราชธานี ขอบเขตด้านพื้นที่ศึกษา ได้แก่ ตำบลนิคมสร้างตนเองลำโดมน้อยและพื้นที่ปริมณฑล จังหวัดอุบลราชธานี ประเทศไทย โดยดำเนินการวิจัยระหว่างเดือนพฤศจิกายน พ.ศ.2549 ถึง เดือนเมษายน พ.ศ.2550

ผลการวิจัยพบว่า การดำเนินการของกลุ่มผลิตภัณฑ์ชุมชนทั้ง 7 กลุ่ม คือ กลุ่มปลาส้มบ้านแหลมสวรรค์, กลุ่มหน่อไม้ปี๊บบ้านตามุย, กลุ่มไม้ตีพริกบ้านคำเจริญสุข, กลุ่มไม้กวาดดอกแขมบ้านห้วยเหวอ, กลุ่มผ้าห่มไหมพรมบ้านคำน้ำแซบ, กลุ่มไม้กวาดดอกหญ้าหางเสือบ้านซะซอม และกลุ่มจักสานกระติ๊บบ้านท่าล้ง มีการดำเนินการของกลุ่มไม่เข้าเกณฑ์ตามหลักการขององค์กรวิสาหกิจชุมชน เนื่องจากการศึกษาผลตอบแทนที่ได้จากการดำเนินการเมื่อคิดเป็นตัวเลขทางบัญชีแล้วส่วนใหญ่ขาดทุน แต่กลุ่มยังดำเนินการอยู่ได้จากค่าตอบแทนทางอ้อมตามวิธีการดำรงชีวิตของท้องถิ่น ซึ่งปัญหา 4 ด้าน ในการดำเนินการเป็นวิสาหกิจชุมชน ได้แก่ ปัญหาด้านทรัพยากรบุคคล ปัญหาด้านความรู้ในดำเนินการผลิต ปัญหาด้านเครื่องมือและอุปกรณ์ ในการประกอบอาชีพ และสุดท้าย ปัญหาการขาดความรู้ในการบริหารจัดการดำเนินงานเป็นวิสาหกิจชุมชน

ข้อเสนอแนะในการนำผลการวิจัยครั้งนี้ไปใช้ ควรให้ความรู้ด้านการสร้างมูลค่าเพิ่มทางด้านการผลิต ควรให้ความรู้ด้านการใช้เครื่องมือและอุปกรณ์ที่เหมาะสม และควรให้ความรู้ด้านการบริหารจัดการองค์กรวิสาหกิจชุมชน และความรู้ด้านการตลาด ข้อเสนอแนะในการวิจัยครั้งต่อไป ควรมีการศึกษาวิจัยถึงศักยภาพของทรัพยากรท้องถิ่น ที่จะนำมาสร้างมูลค่าเพิ่มในรูปของผลิตภัณฑ์หนึ่งตำบล หนึ่งผลิตภัณฑ์ ให้สอดคล้องกับตัวบ่งชี้ทางภูมิศาสตร์ของแหล่งกำเนิดผลิตภัณฑ์เพื่อรองรับเอกลักษณ์ของผลิตภัณฑ์ท้องถิ่น

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CHAPTER I
INTRODUCTION

1.1 Background

1.1.1 The Nation of Economic Policy

1.1.1.1 The Eighth National Social and Economic Development Plan

The Eighth National Social and Economic Development Plan defined 7 development strategies and it was separated into 4 groups, which followed the development concept, shifting from an economic growth orientation to people-center development. The third strategy of second composition referred to the continuously and stably economic development, mentioned on “Enhancing the Development Potential of the Regions and rural Area” that composed of (Chatchai., 2000:85)

- Redistributing income on a more equitable basis and decentralizing development activities to regional and rural area.

- Promoting popular participation in development through the empowerment of community organization.

- Promoting the role of the private sector and non-governmental organization (NGOs) in job creation

- Managing development at all levels through cooperative partnership.

1.1.1.2 The Ninth National Social and Economic Development Plan

The Ninth National Social and Economic Development Plan emphasized on participation of people from all sectors of Thai society could be considered as a major step toward the mobilization of people from all walks of life to play a more active role in the process of national development. It was obviously seen from the increased level of development networking among people’s organizations and in the increase partnerships for development with the public sector because

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Thailand was still in the process of recovering from the economic crisis. Prospects for a full economic recovery were uncertain, as they were dependent on domestic and external factors. Despite overcoming immediate problem, weaknesses continued to exist in the macro economic structure that could pose serious. The quality and sustainable development were restructuring the urban and rural development. The restructuring of nation economic began from the grassroots to promote economic and alleviate the poverty in the urban and rural by used sustainable urban based on the potential of culture and local wisdom, which incorporated to create livable cities and communities, with strong economic foundations and good environments.

The Ninth Nation Social and Economic Development Plan had been formulated on the basis of shared vision of Thai society for the next 20 years that focused on the alleviation of poverty and the upgrading of the quality of life for the Thai people, so that sustainable development and well-being for all can be achieved based on “The philosophy of sufficiency economy” and focused on areas of the economic potential. People in communities build strong foundations for social and community development, incorporating good management systems at all levels.

1.1.1.3 The Present Policy Government (2006) by Thaksin Shinnawat

The government launched an urgent policy on the establishment of village and community fund to be used for investment, created jobs for community members and establish One Tambon One Product Project. The government aided modern knowledge and technology and management in order to connect products from community to both domestic and international market by using the network shops and internet linkage. This aimed to support and promote the strength of community development based on self-reliance by using local resources and wisdom to develop the local products and services with high quality and prominent styles. Therefore, it would create value-added to the products and services to meet the demands of domestic and international market. The government also issued the Prime Minister’s Office Regulation on the Nation Commission of One Tambon One Product B.E. 2544 to have authority to conduct the project. The objectives of the commission were to promote the process of local development, create strength and self-reliant community, permit the community members to participate in job and income creation,

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promote the use of local resources and wisdom in developing unique products, and increase the value compatible with local culture.

1.1.2 Community Product

Thailand's territory was plenty of natural resource and our culture was very variety. Due to monarchy rule, handicraft was the art that very light up. In Thailand garment manufacture had many levels starting from local level up to royal level. The difference was craftsmanship and imagination of maker.

Handicraft product of Thailand was very unique and beauty. It was very popular in the Thai and foreigner; therefore, it was very good to be the economic product because it had high demand from inside and outside the country. It was obviously seen from the export values of handicraft products from 1990-1992 that were more than hundred million baht a year. This was origin of One Tambon One Product plan. It was shown in Table 1-1.

Table 1-1 Values of Export Handicraft

Year	Net value of exporting handicraft product (baht)
1989	137,490,615
1990	130,070,278
1991	139,430,053
1992	109,346,834

Source: Department of Business Economic

The identity of Thai handicraft was folk wisdom; therefore identity of communal products should be promoted and supported as a main goods of Thailand. At the present, One Tambon One Product was supported by using local wisdom to vigorously develop community. It was depended on self-reliance and participation of community to increase incomes. To use the resource and develop local wisdom, the products and good service will meet the market requirements of both internal and external countries.

"Products" didn't mean only goods but it was a process of creative and rational thinking that included service, natural resource and environmental

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conservation, tourism, culture, traditional, as well as benefit, enhancing local wisdoms, learning exchange to produce the high quality and identity of communal products to be well known globally.

1.1.3 Study Area

Thailand had high trade level with Laos in 2004 the first three export products were fuels, consumer goods and vehicle and car accessory with 4,193.16, 2,218.03 and 1,914.11 million baht. Import products were woods and lumbers with 3210.81 agricultural goods 384.84 and vehicle and car accessory 296.16 million baht. (Table 1-2)

Table 1-2 Important of Export and Import goods for Trade of Thailand – Laos in 2004 Unit: Million Bath

Export Goods	**Value (Million)**	**Import Goods**	**Value (Million)**
1. Fuels	4,193.16	Woods and Lumbers	3,210.81
2. Consumer Goods	2,268.03	Agricultural Goods	384.84
3. Vehicle and Car Accessory	1,914.11	Vehicle and Car Accessory	296.16
4. Electrical Appliance	1,881.70	Mineral Goods	206.1
5. Weaving	1,843.55	Fishery and domestic Animal Goods	65.69
6. Agro-Industry Goods	1,473.17	Non-Electrical Machine	37.38
7. Iron and Steel	1,195.61	Iron and Steel	32.09
8. Construction Materials	1,126.77	Weaving	27.45
9. Non-Electrical Machine	856.42	Construction Materials	23.46
10. Plastic and plastic products	519.7	Skin and Skin Products	19.12

Source: The Office of Information with Cooperation of the Customs Department and Department of Business Economic, Ministry of Commerce, 2004

Ubonratchathani Province is potential trade with Laos at the third order of Thailand but it was interesting that its potential importing with Lao is the first order in Northeast and was higher than Khon Khan and Mukdaharn Provinces (Table 1-3). The first imported goods from Laos were woods and lumbers and agricultural goods

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was subsequent. Nikom Lamdomnoi sub district is in Sirinthorn district, Uborachathani province. It is near Chong Mek frontier that is an important channel to transport goods and material from Laos. Nikom Lamdomnoi sub district had different groups that produce the communal products by using wood and agricultural goods from Laos as raw materials.

Therefore, this research Nikom Lamdomnoi sub district and perimeter area of Ubonratchathani province, Thailand were selected to study on management system of communal enterprise.

Table 1-3 Value of Frontier Trade of Thailand – Laos that classifies by province

Unit: Million Bath

Province	2002		2003		2004	
	Export	**Import**	**Export**	**Import**	**Export**	**Import**
Nong Kai	8,363.61	809.8	8,859.7	971.8	6,487.67	572.92
Muk Da Harn	3,690.34	815.34	3,722.8	738.8	2,330.17	233.97
Ubonratchathani	1,529.50	**1,265.24**	2,320.3	**1,457**	1,163.41	**620.75**

Source: The Office of Information with Cooperation of the Customs Department and Department of Business Economic, Ministry of Commerce, 2004

1.2 Significance of the Issues

Main problems of communal products operating can be summarized into the main issues as follows:

1.2.1 The Factor in the Production Management

Raw material shipping system from remote area caused increased material expense and late transportation. Uncertainty of source of material and fund, lack of instruments and production skill, these caused the producer be not able to specify the certain amount of products.

1.2.2 Spread of the Communal Products

At the present, most of shipping product from producers to consumers can do by middleman but most of producers would like to contact with the consumers directly. Cause of their no marketing knowledge, they can not run by themselves,

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therefore, producers had only production duty and the middleman was the distributor. This activity affects to increase the capital, higher price and non standard of communal products.

1.2.3 Marketing Management

Lack of the certain markets, it affects the products to over supply because there were a little marketing demand. So producers are not able to plan certainly.

1.2.4 Assessment of Demand Size and Supply Size of the Communal Products

At the present, the products of One Tambon One Products project were interesting for producers and consumers. The products of OTOP were increasing the quantity and various types. It showed the local wisdom and local identity, finally that it was called One Tambon Many Products. It was realized that different communities produced the same products and unplanned quantity so it leaded to high competition and created an over supply. In addition, this pattern of production might cause increased supply and the need of advance technology caused to import raw material from external area, so identity and local wisdom would be decreased and disappear and natural resource were affected from lacking of defined supply and demand chains.

Main problem from communal products operating that mentioned above, it was occurred from the inefficient management of communal products group and unable to produce products meet the need of customers. However, the operating of communal products enterprise was supported from government such as OTOP policy and strategy of communal products development. In 2004, government noticed that the communal products must go into the selection procedure to be OTOP by passing guarantee of standard criteria, especially foods and drinks products. Procedure of selection of the OTOP communal products, it must reflect to Thai wisdom identity and development of producer groups and communal products under SMART OTOP PROGRAME activity. That makes them learning about marketing management. They realize to packaging and brand. Although, government supported communal products but management of communal enterprise operating organization can not solve the

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problem such as raw material management, spreading of the communal products, marketing management and management of demand size and supply size. So, the operating of communal enterprise can not be successful. If communal products groups learn about themselves management they will be successful. They can plan the communal products procedure for marketing demand, choose the appropriated technology to reduce cost of production and add the value of the communal products. Therefore, this research is studied on the communal enterprise management system for developing the operating of the communal enterprise to be more effective and added the value to the communal products and to be it well known.

1.3 Conceptual Framework Explanation

Production of communal products applied the appropriate technology based on 9 types of Thai wisdoms and the potential and readiness of areas management of the resources for production including the potential of operating of communal product groups to meet the marketing demand. Therefore study on management system of communal enterprise defined the guideline of operating of communal product groups for producing all level of communal products. Communal product groups developed the potential of producing to add the value to communal products for receiving the standard of One Tambon One Product project (OTOP) as Figure 1-1 was shown below.

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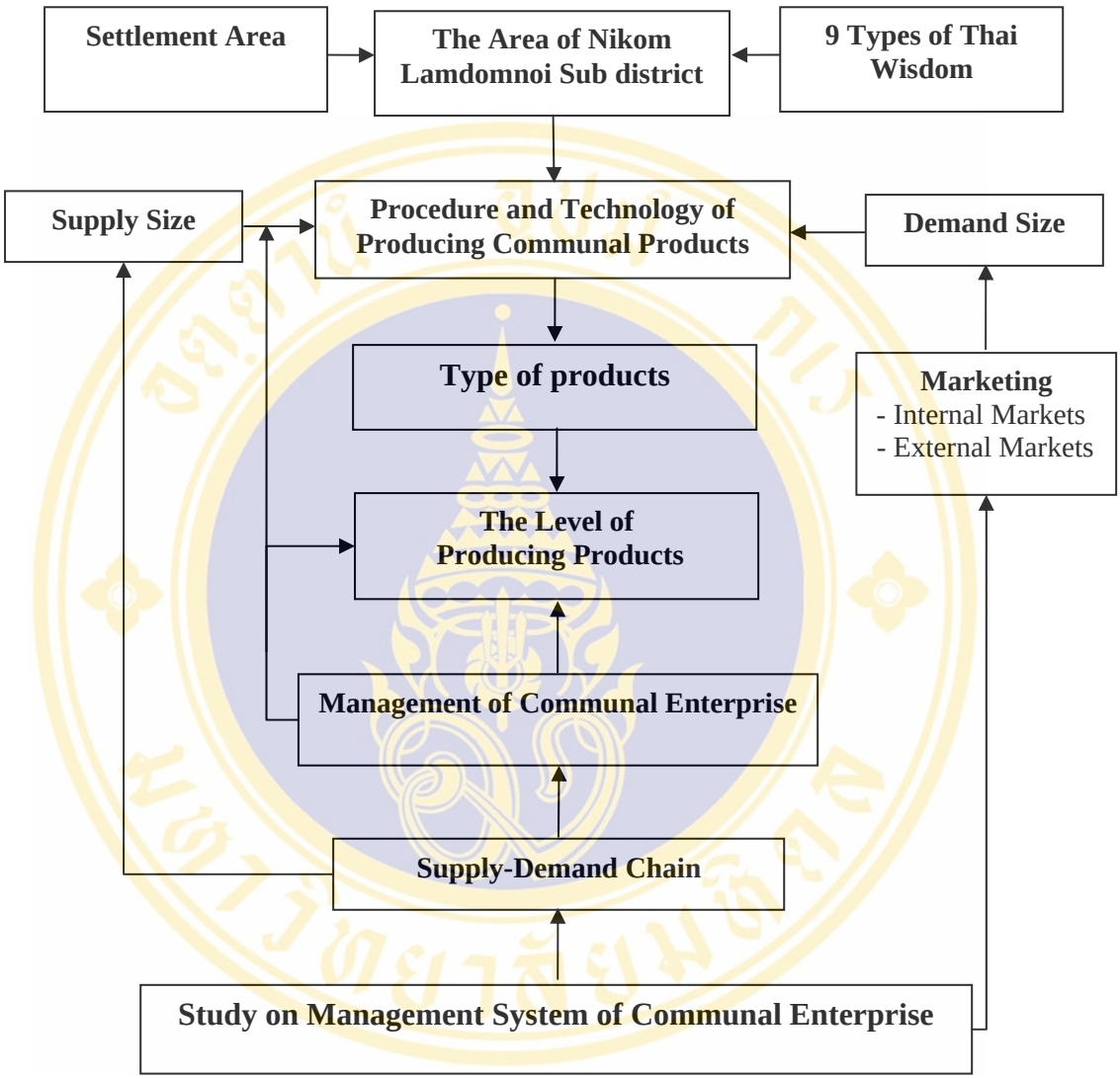

Figure 1-1 Conceptual Framework Explanation

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1.4 Objective

To study on management system of communal enterprise.

1.5 Expected Results

Understand the management system of communal enterprise.

1.6 Scope and Limitations of the Study

1.6.1 Study of the Area

1.6.1.1 Nikom Lamdomnoi Sub District consisted of 13 Villages as follows:

Nin Sung, Kum Nam Saeb, Kum Wang Yang, Non Sumran, Pracha Somboon, Kum Muang, Non Hin Kong, Kum Charoen Suk, Kum Klang, Banna, Na Chum Kum, Rieng Taew Tai and Laem Sawan.

1.6.1.2 The Perimeter of Nikom Lamdomnoi Sub District, the Criteria of Study are as follows:

- The areas had similar communal products for different communities.
- The areas connected with products of up-stream, mid-stream and down-stream.
- The areas are in Ubonratchathai province, Thailand.

1.6.2 Target of Rural Group and Producer

1.6.2.1 Communal product groups

1.6.2.2 Independent communal product producers

1.6.2.3 Communal product consumers

1.6.3 Study of Supply

1.6.3.1 9 Types of Thai Wisdom are:

(1) Agriculture

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(2) Industry and Handicraft

(3) Thai traditional Medical

(4) Resource and Environmental Management

(5) Funds and Communal Business

(6) Art Work

(7) Language and Literature

(8) Philosophy, Religious and Tradition

(9) Nutrition

1.6.3.2 Technology Levels in 5 Levels are:

(1) Original Wisdom Technology

(2) Local, Tradition or Low Technology

(3) Intermediate Technology

(4) High Technology

(5) Advanced Technology

1.6.4 The Readiness of Organization Management

(1) Human ware was human resource.

(2) Hardware was hardware and machine.

(3) Knowledgebase was knowledge and information system as local acknowledge etc.

(4) Organization ware/Organization was the management system of all producing steps.

1.6.5 Boundary of Possibility of Establishment of Communal Enterprise

(1) To study the financial possibility of operating of communal enterprise.

(2) To study the marketing possibility of operating of community business.

(3) To study the possibility of production factor of producing the communal products including raw materials, local wisdom, knowledge, and capability to modify to be advantage over competition business.

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(4) To study the acceptant possibility of expansion and increment of producing the communal products.

1.7 Definition

1.7.1 Technology was defined as academic skill for application of science and art to apply for making benefit in producing the communal products

1.7.2 Community enterprise meant the pattern of management which focused on self-reliance by the community. This is done by combining in the raw material, resource, and local wisdom within the community to create the produces and services, in order to develop the economics, society and learning of the community.

1.7.3 Producer group and sub-producer group meant the person who produced the communal products solely or as a communal group.

1.8 Research Methodology

This research was integrated with documentary and survey research approaches as follows:

1.8.1 Procedure of Documentary Research

The secondary data which was related to the research will be collected. For example, information about area, inhabitants, producing communal products and the operating of communal enterprise and other related research works. The topic of information is the following.

1.8.1.1 Information of area includes governed regions, geography characteristic and utilization of land.

1.8.1.2 Conceptual framework and relevant theories consist of conceptual framework and principles related to communal standard products, communal business, communal enterprises, technology and appropriate technology.

1.8.1.3 Documents and relevant researches of communal products and communal enterprise

1.8.1.4 Conclusion and discussion of documentary research

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1.8.2 Procedure of Survey Research

The result of documentary research will be planned for operation. The survey research will be focused on primary data collection from study areas such as products category and type, technology of production process, local's readiness of small and micro enterprise community establishment, design and creation of tools for fieldwork's data collection.

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CHAPTER II
DOCUMENTARY RESEARCH

Documents and researches relevant to the research study on the following topic “Study on Management System of Communal Enterprise : A Case Study of Ubonratchathani, Thailand” involved in the following areas.

2.1 General Geographical Conditions of the area

2.1.1 General conditions of Nikom Lamdomnoi Sub District, Sirinthorn District, Ubonratchathani province

2.1.2 Separation of Administration Boundary

2.1.3 Migration Background resulted from the construction of Sirinthorn Dam

2.2 Conceptual Trend and Relevant Theories

2.2.1 Conceptual Trend and Principles relevant to Communal Products

2.2.2 Conceptual Trend and Principles relevant to Communal Business

2.2.3 Conceptual Trend and Principles relevant to Communal Enterprises

2.2.4 Conceptual Trend and Theory relevant to Technology and Appropriate Technology

2.3 Documents and Relevant Researches

2.3.1 Documents and researches relevant to Communal Products

2.3.2 Documents and researches relevant to Communal Business and Communal Enterprises

2.4 Conclusions and Result Discussions on Relevant Documents

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2.1 General Geographical Conditions of the Area

2.1.1 General Conditions of Nikom Lamdomnoi Sub District, Sirintorn District, Ubonratchathani Province

Nikom Lamdomnoi sub district located on estimated area of 39.48 square kilometers or 58,312 rais. Nikom Lamdomnoi sub district with total area of estimated 58,312 rais with deciduous forest alternated with high and low plains. Some parts are gravels and rocks with 33 kilo meters or 20,265 rais, with 41.5 square kilometers of 29m8937 rais

It is located further from Sinrinthorn District 3 kilometers and 71 kilometers from Ubonratchathani province. The land is consisted mainly of sandy soil with low fertility.

Neighboring areas are as follows:

The north adjacent to Kam Khean Kaew Sub District

The south adjacent to Sirinthorn Reservoir

The east adjacent to People's Democratic Republic of Laos

The South adjacent to Kan Rai Sub District

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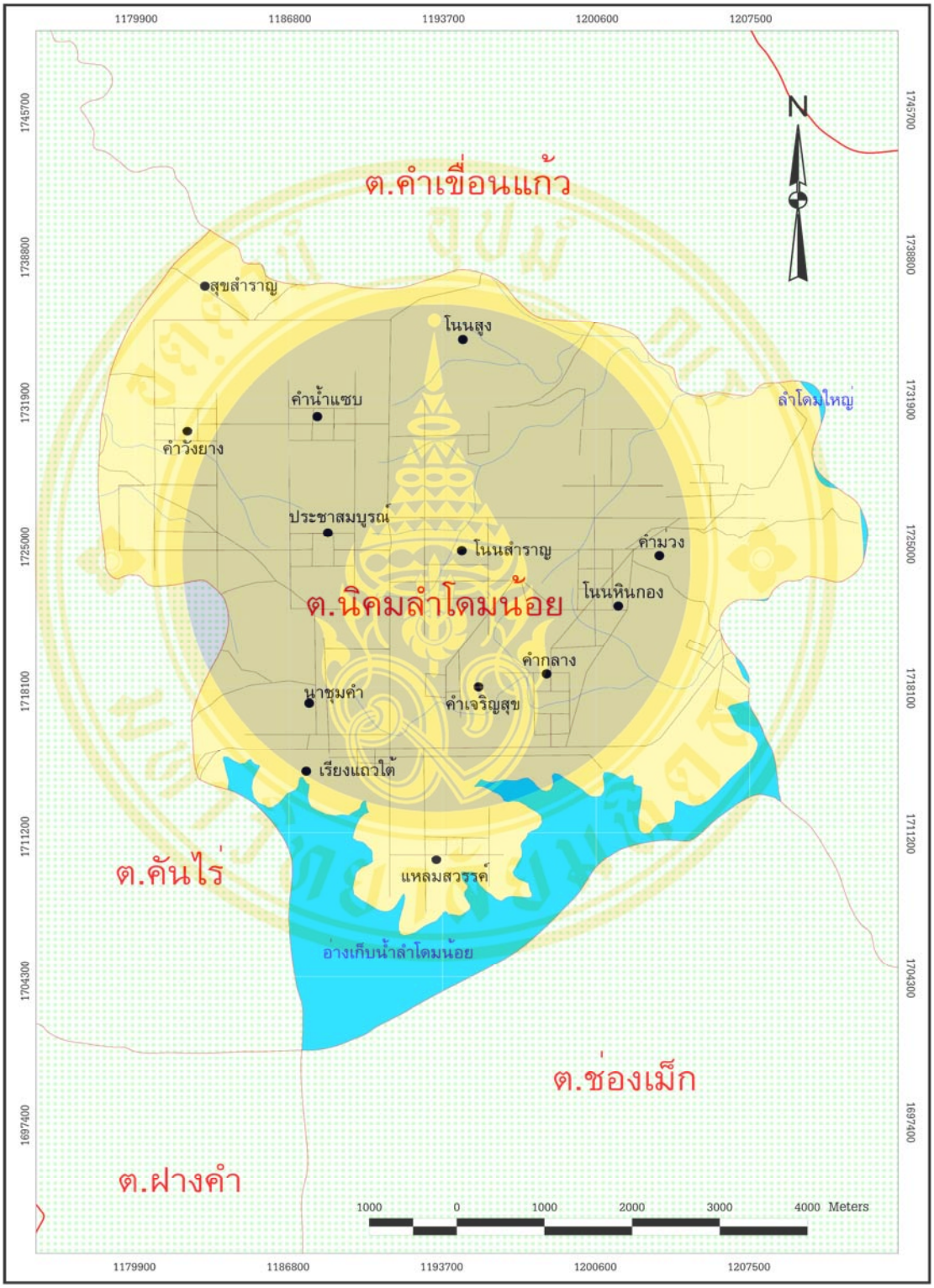

Figure 2-1 Nikom Lamdomnoi Sub District Map

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2.1.2 Separation of Administration Boundary

Nikom Lamdomnoi sub dirstrict are consisted of 13 villages as follows: Nin Sung, Kum Nam Saeb, Kum Wang Yang, Non Sumran, Pracha Somboon, Kum Muang, Non Hin Kong, Kum Charoen Suk, Kum Klang, Banna, Na Chum Kum, Rieng Taew Tai and Laem Sawan.

2.1.3 Migration Background Resulted from the Construction of Sirinthorn Dam

Table 2-1 Migration Background resulted from the construction of Sirinthorn Dam

B.E	A.D	Significant Events
2509	1962	Having Cabinet resolution in December for the Nation Energy Office to build Electrical Dan to part Dom Noi River near Kum Chom Poo villages, Kun Rai Sub District, Piboon Mung Sa Harn district to create reservoir for 182,500 rais
2510 - 2513	1967 - 1970	Construction of Sirinthorn Dam
2515	1972	Declaration of revolutionary group No. 237 for the Nation Energy Office to transfer entire assets to Electrical Generation Authority of Thailand.
2518	1975	Establishing Nikom Lamdomnoi in accordance with special project to evacuate people from flood areas for 1,270 families estimated 6,000 peoples. From the construction of Sirinthorn Dam, Kud Chom Poo reserved area in Piboon Mung Saharn District and reserved area Hin Kong in Kong Jiam area estimated 61, 562 rais were identified.

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Table 2-1 Migration Background Resulted from the Construction of Sirinthorn Dam (Continued)

B.E	A.D	Significant Events
2529	1986	The Act for establishing Nikom reducing area, with responsible area estimated 58,312 rais. As for area for establishing Nikom in Piboon Mungsaharn and Kong Jiam District, the administration had changed to be under the responsibility of Sirinthorn District. There were 768 families moved into the area and the rest to the nearby area
2535	1992	Protestors from building Sirinthorn Dam had petitioned for justice. There were 2,159 people received impact from building Sirinthorn Dam. There were 5 sub districts as follows: Sirinthorn, Boontharik, Piboon Mungsaharn, Detch Udom and Najaruy to ask for compensation from the government resulting from giving concessions to the log cutter.
2539	1996	Negotiating with the government representative by having the Minister of Ministry of Science as the Chairman in the negotiation. As a result, Governor of Ubonratchathani province was appointed to head the committee to aid 2,526 households. Findings indicated that most people received compensation from the government but not enough. As for land at Nikom Lamdomnoi, most people choose not to accept or moved away. Cabinet Resolution were as follows:

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Table 2-1 Migration Background Resulted from the Construction of Sirinthorn Dam (Continued)

B.E	A.D	Significant Events
		-There should be land allocation for the people 15 rais per family with the total of estimated 39,000 rais with guidelines in the operation for land allocation at Nikom Lamdomnoi for 14,000 rais with land under the occupation estimated 2,000 rais. As for another 23,000 rais, findings additional areas in deteriorated reserved forest or asking people to by lands. -The laws should be changed to make it easier for people to participate in managing natural resources at Sirinthorn Dam through seminar. -Providing assistant to the people received impact in other areas.
2540	1997	Demanding from the government because there had not been definite support. Negotiation results are to find Poor People Assembly who had received impact form the construction of Sirinthorn Dam for 2,526 households for 15 rais per household with the total of 37,890 rais. However, the operational force was able to allocate the land to the people within Nikom Lamdomnoi only 1,519 rais. At present, the forest is restored itself. It should not be allocated. Special budget was approved for people to buy own land at 15 rais for 32,000 baht each rai for the total of 480,000 rais for 1,212,480,000 baht. Ministry of Finance had transferred 1,200 million baht to agricultural funds.

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Table 2-1 Migration Background Resulted from the Construction of Sarinthorn Dam (Continued)

B.E	A.D	Significant Events
		Later, additional central budget was approved for 12,480,000 baht to compensate for people needed to be combined with another 1,200 million baht. But there was the change preventing the payment.
2541	1998	Having resolution to present central budget for 12,480,000 baht for the cabinet. As a result, no approval for back dated compensation.
2543	1999	Having resolution to ask the government for compensation case by case. The cabinet disapproved because the compensation had been paid already.

2.2 Conceptual Trend and Relevant Theories

2.2.1 Conceptual Trend and Principles Relevant to Communal Products

2.2.1.1 Communal Products Standard

Standard by the Royal Gazette 2523 B.E is defined as measures for identifying, when applying with Communal Enterprises, it had become "Standard Communal Enterprises" to defined the characteristics of community products as uncomplicated measures suitable for community production conditions.

Quality Certification of Communal Products is defined as the certification of communal products which resulted from community getting together to conduct any activities or any community in any OTOP project that passed the selection from the government division at provincial level.

2.2.1.2 Background of Standard Communal Products

At present domestic entrepreneurs are consisted of large, medium and small entrepreneurs. Some entrepreneurs may be able to produce

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products for export. Many of them are only small entrepreneurs, producing products locally. Then, there should be some promotion to coincide with the government policies. The main objectives of the standard communal product are as follows

-Promoting and developing quality of community product for certification and trademark

-Promoting marketing for the product to be widely accepted as well as building confident among community producers.

-Emphasizing on sustainable development by raising community product level to meet domestic and community standard.

Communal Product Standard Project would support standard measures and quality certification from OTOP to become widely acceptable and guarantee quality for consumers.

2.2.1.3 Conceptual Trend of Standard Communal Products

1) Emphasizing on Local Yet Global method to build qualified Communal Products with extended development which coincided with local cultures with outstanding image widely accept domestic and international.

2) Encouraging community for self support and Self-reliance-creativity as the way to brainstorm local ideas to search and develop products coincided with local culture.

3) Human resource development to develop concept, wisdom for more ideas with ability to learn and plan effectively

4) Being the way to encourage outstanding products passing selection from the committee of OTOP to produce products with standard and quality.

2.2.1.4 Operating Communal Products Standard Project

2.2.1.4.1 Identifying Products Communal Products Standard

Communal Standard with appropriate guidelines suitable for products specification was set up as being accepted by many relevant

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divisions without complex practice to make producers reaching community much easier. OTOP committee or members of Agricultural group consisted of professional groups and other groups in communal enterprises law such as, occupational group, advance group and natural group.

2.2.1.4.2 Quality Certified Communal Products

The Office of Industrial Standard Products is being assigned to certify and monitor results to support the communal products for qualified products more reliable among consumers by checking on locations and testing samples from the production places as well as verifying expenses in testing project sample. The Office of Industrial Standard Products would inform the consumer of specified model, trademark and publicity to accept widely by certifying standard products for 3 year starting from the dated listed in the certificate. Furthermore, after the certification, there should be the follow-up on community product quality by random sampling from the certified distribution places for the certified parties continue to maintain quality in accordance to the set community standard product throughout the certification period by continue the monitoring period for at least once a year.

2.2.1.4.3 Developing Community Leadership

In some case where some manufacturer had encountered problems in producing products in accordance to the standard measures, the Office of Industrial Standard Product had sent the expert or scholars to provide basic knowledge and training as well as giving recommendation at the manufacture place until being qualified for the certification.

2.2.1.4.4 Public Relations Promotion

The Office of Industrial Standard Products had created public perception and awareness through various projects in radio, televisions and newspapers, hoping to motivate directly and indirectly by arranging the community meeting between leaders of communal products village as well as making the publicity about the project with various methods, such as, spot advertising on

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televisions , including repeatedly announcing the accomplishment of certified parties and giving praised as the excellent example for successful product based on Thai local wisdom and giving good image of the product as compared to other well-known products.

2.2.2 Conceptual Trend and Principles Related to Communal Business

2.2.2.1 Definition of Communal Business

Professor Arphichai Pansaen, Ph.D. (2545) defined Communal Business as the business of the community for the community and administering by the community which emphasized in business much difference from charity as being cooperative type of work. Because it is communal business, it must be competed with the regular commercial business. The reason for making products into communal business because of each member is lacking ability and financial strength capable of competing with private businesses.

Professor Parichart Valaisathern and Associates (1997 : 96-98) found the meaning of Communal Business as similarity and differences in each divisions depended on objectives, goals and operational features as being explained as follows:

1) Communal Business has not definitely defined as works related to community or business based operation. The operation is defined as business associated with community business or business-based operated by individual or group or organization. Therefore, Communal Business is defined as creating occupation and generating income for organizations, people and general public in occupation and skills as well as providing knowledge in business administration, marketing, investment and basic management.

"Activities resulted from occupation, employment, leading towards self-support of the poor which could be done as individual or group"

"Building employment and incomes leading to the development and resources utilization"

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"Encouraging people or community to proceed with occupation and knowledge in business, marketing, production, investment and initial management"

According to this meaning, the Communal Business represented medium and small business enterprise and local handicraft as group or individual operation

2) Communal Business is people participation with objective more than generating incomes.

"Communal Business is business with local as owners as entrepreneurs and owners or partners, stockholders, leading towards good living and sustainable development.

"Communal Business is operation that supporting people for incomes by developing people's knowledge in administration and management to support each other and prevent migration"

"Communal Business is joining activities of local such as agricultural group, community or small business in the upcountry.

"Communal Business is promotional or building base and potential of local organization to develop occupation and incomes, leading to Communal Business by encouraging learning process for business skills, such as gathering investment, production and marketing.

Business or industrial is defined as follows:

" Industry with community's participation by local as the owner not only being labors but also the administrators or stockholders. It is located in the community area or close by the community. Operation must be done continuously with growth and activities to coincide with cultures and traditions, natural resources and environment.

Communal Business is the operation by the group or community organization with the set objective and definite activities with measures in investment, labor and production, marketing and sharing benefits, including cooperation with other divisions both public and private sectors.

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Jaimanus Ploydee (1997: 18) gave the meaning of Communal Business as activities based on production factors locally. It was the combination of production and services, suitable for livings, including ecosystem of each community. Communal Business resulted from people getting together, aiming for Decision Making Process in each process from production to coincide with the demand of most local residences as well as preparing them for effective self-dependent. This Communal Business is not only created the interaction between local residences but also encouraged the participation of various institutions in public and private sectors and scholars as the community advisors.

Knowledge and technologies of the operation by external divisions must be transmitted to community. Communal Business has no definite pattern and must depend on situation of each community. Therefore, it is able to change as the situation varies. Besides, Communal Business is the production not only for profit but also emphasized on reward for most of community members aside from the application to expand operation with community participation.

Ladda Piewnaen (1999:89) gave the meaning of Communal Business as one type of developing the community economy. It is also defined as community resulted from people volunteering to conduct community activities with common objectives and ideologies and operating by community. In another words, the community had participated in investment, management and shared the benefit from operation of Communal Business. There is the continuous learning and sharing knowledge to solve social problems together in economic, spirit, social and culture and environment that created leader naturally with cooperative practice.

Narong Petchprasert (1999:89) gave the meaning of Communal Business as community economy for profit. Conclusion is being drawn from previously mentioned statement as follows:

Communal Business is defined as business resulted from community members getting together voluntarily with the same purposes, also involved public and private sectors and scholars to arrange activities based on production factors locally. The operation is emphasized on the cooperation of members in the decision-making process since the beginning of investment,

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administration and marketing as well as generating the most income to community member.

2.2.2.2 Significance of Communal Business

Communal Business is important and helping to develop the country in many areas based on the significance value of Communal Business as being explained in my dimensions as follows:

1) Social Dimension

Communal Business helps to create better household relationship within the community after the community must struggle for making living with the squeeze of economic factor to pressure the household members to go out and earn money for the family. Communal Business has given the family enough time together. Parents can spend time teaching their offspring. Furthermore, Communal Business has helped to reduce the density of labor migration into the city and lessen economic gap between urban and rural residences that enabled the members to live together in harmony without moving out from the community. Besides, the housewives can earn extra income form doing agriculture in own area and another benefit comes from helping community members which has strengthening the bondage between community members. Obviously, member supports has turned into tradition, cultures and lifestyles or community rules which led into community strength.

2) Economic Dimension

Communal Business is the process to create the nation economic in the world economic with the significant tasks in 1) being the domestic market for goods and services through community dynamic learning with selling and buying activities with outside activities that required constant learning. 2)External economic needs constant learning but community must learn self-dependent for the start so that when the country's economic starts to turn downward, community may not suffer that much as well as being the saving place for the country true investment and development base 3) Communal Business creates employment in the community (Sanae Jamarik 1998), such as the establishment of cooperatives from member's to

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provide self-support , for example1) Villagers can but life necessities 2) Giving security in choosing and distributing products with appropriated price 3) Making the villagers to understand trading and marketing in order to increase income and finally search for , Editor, employment (Kwansrung Artipo and Arnuchart Puangsumlee, Editor 1995 : 76). Even the establishment of Saving Group " Sajjaormsap" has truly benefited the community because it can help people save the money as well as create benefit in various forms of welfare, such as being the source for member to borrow the money for cheaper interest rather than pay lending from the capitalist in much higher rate. The loan can be for household expense as well as using for production investment. This has made the member of this saving group can produce adequately for household needs and the excess products can be sold. Some group production is more advance until becoming "Communal business" or having the business-based production and investment profit (Narong Petchprasert, Editor 1998 : 20-21).

3) Dimension of Culture, Tradition, Religious, Knowledge, Wisdom and Beliefs

Knowledge and local wisdom is the holistic knowledge in many areas about the village which differed in each area and definitely knowledge or wisdom of urban folk would be different from rural folk. Locals are not known only minor details but also familiar with basic knowledge which could give simple explanation and become the way of living or conducting life activities. These are consisted of knowledge in nature and all in ecosystem that could be applied for the existence of society from knowledge in the use of natural resource, conservation and developing bio-diversity as the resource base for community that had been transmitted and adapted to match with local production.

4) Environmental Dimension and Maintaining Local Resources

Community economic features would affect behavior in the use of natural resource. The component of community social economic has associated with community resources management because community can have more

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alternatives in choosing occupations as well as reducing natural resources destruction, such as making living from agriculture near the forest that needed the deforestation for agriculture.

5) Political and Administration Dimensions

Communal business should help to develop the country in the country's development in politic because the operation of Communal business based on the controlling principle of Democracy, such as having the right to vote as 1 man 1 vote as well as choice of selecting representative to be the committee for operation, right to exchange and present idea, including empowering the member through the annual meeting to set up the policies for organizational operation.

2.2.2.3 Type of Communal Business

From the study of Communal business that can be summarized as follows:

1) Communal business that own by the community members as the owner of all production factors, including operational model from gathering members and all community members are also group members. Later, the leader of the organization would be selected, and then followed by the selection of operation committee from the entire members in the community. Selection is made to suit the community and type of activities which depended on the participation of community members from the production to the distribution

2) Communal business where the community members own the production but participate from external institution. External institutions from public, private sectors or private development organization or an academic institution or academic institution joined together as well as providing advice. This is also the joint effort between the committee, the stockholders who are also community members. This type of operation may involve the external administrative committee with advice in production technology, system accounting, establishing standard organization structure, including other important knowledge. The more the community members learn the better for them for self-develop community. This is meant for the community to grasp the chance to gain knowledge from this opportunity.

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3) Communal business is originated from members joining as group in each community to produce similar product or so called community network which is the way to join other Communal business together, aiming at helping each other and sharing information. There is also the joint investment and building negotiation power over the middleman. The group would select group leader which could be more than 1 leader depended on group member. The group leader would in turn select the administrative committee as sees fit for the task.

4) Communal business that is involved external institution in the providing advice and recommendation for the community or encouraging the establishment of community organization. Partly to help the community and another for the reward from the community, not only to find the community production factors but also finding the market of the involved institution.

2.2.2.4 Influential Factors towards Success and Failures in Operating Communal Business

There are many factors to identify success and failure in the operation of communal business that can be summarized as follows (Narong Petchprasert, 1999: 124-138).

2.2.2.4.1 Financial or Investment

Financial activities need marketing mechanism in the capitalism that started form capital investment, production and hoping for bigger profit. In this type of investment, economic group uses own money can operate as debt-free without paying interest and is more likely to be success in the operation. The initial investment should be from funds-raising within the community, not borrowing from outside which should help good cash flow. Obviously, organization that operation without own investment and constantly on the loam is in conflict with the self-sufficient theory that require the most self-reliance. Therefore, economic group that can be self-support financially or able to raise funds from the community has better chance to survive and grow better than the group that depend on the loan to survive.

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2.2.2.4.2 Marketing

As for marketing, besides making forecast on demand-supply of the market, demand-supply of the production must be done as well. It needs to know where to market the product as well and how to sell. There may be some vendor come to buy directly at the site while some buy for import and ask to be made by order. Successful communal enterprise must have the definite business partner and adequate. This means the order would be a lot each time. For retail sale, there is no definite business venture. However, the sale must be large enough, but communal usually have little product. In general, people rely more on retail market. If the producer produced large number of good, he should need the wholesale network as well. In the case where there is the cooperation between the pubic and private sectors. Community must sub-contract for production. There is the definite market when the hirer took all the goods. Therefore, it can be concluded that communal enterprises has definite market and possibility is the group that can stand alone with the growth potential but the communal enterprise without market would soon fail.

2.2.2.4.3 Production

In the operation of communal enterprise, there must be the analysis to find what to produce and how by analyze the demand and supply in the market to find the advantage. Comparison is made in raw materials , skills and experts of the producer is also important as well as finding the marketing opportunity, such as deciding to raise cow on the high plain is not suitable because of the area. Problem on raw material and inadequate factor of production can obstruct the operation and cause the failure as much as no marketing opportunity.

2.2.2.4.4 Administration and Management

Administration and management affecting success and failure of communal business are consisted of 3 major sides as follows:

-Managing financial system which is fund raising and accumulating funds as the ability needed most. After getting the money, it needs the ability to maintain the in flow and out flow of cash as well as control the spending so that the money can be used to benefit the group most. So, when the business starts to

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grow, the inflow and outflow system would be more complex in wholesale system, retail system, cash and credit. Then accounting and control system for checking income and expense are needed to verify accuracy and become more standard. Recording numbers must be international number that can be checked and understandable. In another words, the financial personnel is not only capable of finding income and controlling expenses but also need to know enough accounting. Presently, most communal enterprises are still lacking personnel in this area. Managing money and spending carelessly could lead error and failure as being lots of companies that are facing this problem.

-Administrative and managing operation of the communal enterprise is still in indefinite pattern. Therefore arranging line of work and system had no definite rules. In general it based on the decision of the member in the meeting. They are the one suggested guidelines and policies and the committee would administer based on the decision on the meeting by the administrator must carry one ,The actual operator is scared, no hiring an definite pattern even with the division of work in the actual practice, they are voluntarily helping each other. However, some successful business group may result from having “C ore leader” who is capable in administrative and management and willing to sacrifice and persuade member to follow his idea. Therefore, work division, arranging management structure depended on the suggested of core leader and the recommendation based on experiences and fact. Structure and line of work on other communal enterprise differ from one group to another based on their skills, but usually in the overall structure from members to administrative committee and from administrative committee to activities divisions.

- As for managing personnel, most communal enterprises are operated without chain of command. Personnel in the group are comprised of member and committee. Therefore, giving orders, commands or punishment by line of command are not presented. The successful of administrative and management is depended on the system of motivation with quality. Being accepted or valued as the leader is important and punishment process is depended on culture which is clearly stated that the bad person receives the blamed by the community and good person receives reward. Therefore, the punishment process is

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the social verifying process which related to social status of the community. The effectiveness of personnel system of the community depended mainly on the ethic, ability and sacrifice of personnel. Therefore, communal enterprise with the leader and members with righteous, persistence and sacrifice have better chance to become successful.

2.2.2.4.5 Leadership

Generally, community is lacking creativity. Most members are satisfied only being the followers or imitators when someone doing new things and being widely accept. By nature, leader is the one with power or has social status, such as being rich and people depend on that person as well as having educated or giving benefit to community. Many successful communal enterprises are under the direction of these people. As for the ordinary community member, he or she must exhibit extraordinary ability until being accept which is rather difficult.

2.2.2.4.6 Labor

In the communal enterprises labor is hardly found because most of them are self-employed. Only some hired hand, and being the one who hired, not employer and employees. This is meant for the hirer to receive the product in the quantity and quality as agreed, but has no right to interfere with the process, rules in the operation. At the same time, the one who got hired is only entitled to the compensation of the products; he has no other right than wages. In the community most labor is the self-employ one. In reality, many communities suffered lacking qualified workers. New labors are usually migrated to the city and leave the occupational development. Experience labor in the industry and commerce cannot go back to work in agriculture anymore. It is hard to ask them to return to the rural area. Therefore, having enough qualified and skill labor should contribute to the success of the community and such situation could develop into the threat of future communal enterprises. Therefore, motivation and encourage the new force to return to old occupation should be develop together with raising level of the communal enterprise so that it can lead to successful business.

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2.2.2.4.7 Member Participation

Beginning, existence and growth of the communal enterprise and growing of communal enterprise is depended on the participation of the member and responsibility which meant for fund-raising and using available funds as well as taking part in raising funds as the shareholder, joint investment and spending effectively. Being stockholder is actually committed of doing things after expressing opinion in the meeting to find conclusion.

Participation can be seen as concrete evidence from joint investment, it can display in other form, such as donate the land to build the office for the group or practice accordingly, actively involve. Therefore this business is truly communal enterprise by the people for the people.

Active participation is the indicator in the ability for self-support, even though the beginning of the communal enterprises may result from the outside assistance. Later community member must actively participate to build communal enterprise that can last with community member.

2.2.2.4.8 Organization Regulation

Rules and regulations is the measures setting for the member in the organization to follow which should lead to smooth and match goal because the community operation is settle on the basis of joint thinking joint working and joint responsibility. Therefore, all rules must come from the agreement between members and must be implemented. If the rules had not based on the agreement of member, the conflict may arise and the operation would be disrupted eventually. The most important measure is the financial rule and regulation on that could lead to conflict of interest. If the rules are not strict, then there could lead to serious trouble.

2.2.2.4.9 External Relationship

Relationship is the interaction both positive and negative ways. Positive interaction is helping each other and cooperating together. These are factor promoting and leading to success. On the contrary, negative association can make a person more careful, learning and negotiating to avoid negative impact. Most successful business has only positive relationship with outside.

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Therefore, communal enterprise is needed to learn and set up the good relationship with outside. Relationship is not happened only between 2 parties, but involved other as well from the operation of communal enterprise. Therefore, more positive relations are needed and the success of creating positive relationship depended on the understanding and personality of core leader. The principle stated the co-benefit is the best way to create positive relationship.

2.2.3 Conceptual Trend and Principles Relevant to Communal Enterprises

2.2.3.1 Origin of Concept in Communal Enterprises

According to the Nation Economic and Social Development, edition 8th, the strategic planning on the economic development with continuality and stability stated about the way to create potential in the regional and rural development to raise life quality of the people by putting the emphasizing on the participation and distribution development and distribute the development with increasing community potential . Later, in the Nation Economic and Social Development, edition 8th had set the joint vision of Thai Society for 20 years which was directed at solving the poverty and raising life quality level of Thai people based on " Self-sufficient Philosophy" and planning the country's development in the future that coincided with potential and economic roles of the area by allowing people to participate in designing the foundation to develop strong society and community with good management in all level as well as operating based on self-sufficiency theory in order to build strong economic system.

From the Nation Economic and Social Development that led to the government policies by supporting economic development at the grass root, aiming at the development of community economic to built overall economic strength as well as promoting and encouraging community economic in managing new relationship system between man, resources and knowledge. All 3 are the main factors to create knowledge, management and production in the community. Local can discover own potential and funds as the resource, production, assets, knowledge, wisdom, value system, local culture, including social investment which are abundant

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and being the model for operation in accordance to the concept of community economy. Details area shown as follows:

First step is to mange production factor properly, in the beginning the group may be set up as the saving group to create saving in the community. Then, part of the saving should be set up as welfare funds for the community and lead to project in community economic that should lead to independent from outside market.

Second step is to joint mange production in production, marketing, making-living, welfare, education, social and religious by establishing group or cooperatives as well as cooperating with the government, foundation and private sector to create community force, co-existing, having unity, exchange knowledge , data and concept , learning process that blend between new and old wisdom.

Third step is to place the emphasis on outside resource based on the cooperation between agriculture side and financial source and the company. Each share the benefit or so called “stockholders” because their aims are to distribute the product that the market demand with, good standard, clean and well receive. Therefore, technology and knowledge are needed at this stage in order to set up administrative system for higher processed product.

All three processes are the operation to associate with simple lifestyle but leading to more complexity by emphasizing on self-support and family – support before venture into business. This is encouraging the community to join together or so called “Communal Enterprise” as being stated in the Act to promote Communal in ‘2005 as the framework and rules in legal operation.

2.2.3.2 Communal Enterprise

Communal Enterprises is defined in the Act to promote Communal Enterprises of 2005 as the community business that related to the production of merchandise or services which operated by group of individual that closely tied and sharing same life-styles and get together to conduct such business whether or not being the jurisdiction person, aiming to generate income and to support self, family, community and between community

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There are 4 types of Communal Enterprises as follows (Saree Pongpit and Associates, 2001 : 23 and Narong Petchprasert, 2002 : 67-69).

1) Processed or Product Development for Community Production

It is the continuous activities from agricultural products with appropriated division of production to head back to sustainable agriculture with self support and value-added of community agriculture and community network, such as, sugar factory, process rice mill factory and Chinese Noodle Factory.

2) Developing Products from Community Resources and Local Wisdom

It is the activity to develop product from community resources and local wisdom with community funds, not only in term of money but also knowledge, local wisdom , resources, assets and social capital to develop community products, such as, health products, wine , local fruits, processed fruits and vegetables, local herbs and handicraft, tour sites and community museum.

3) The Product Development for Self-Dependent of Community Organization and Community Network

It is the activity to bring raw materials, knowledge, data and concepts from outside to mix together and making production to respond to the need of community consumption, such as fish sauce and tools, foods and herb.

4) Developing Market System, Services and Welfare

It is the activity involved in the sale of excess product provided that the product must have good quality and local uniqueness to bring income from outside to the community, such as community stores, community merchandise court, and local health center.

If any community organization or network plan to develop all 4 types of Communal Enterprises and able to link each activity together systematically, it would eventually create “Communal Enterprises System”.

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2.2.3.3 Steps for Developing Communal Enterprises

The following are steps for developing communal enterprise (Saree Pongpit and Associates, 2001 : 20-21)

1) Communal Enterprise at family level is the starting point for the processed or building the product in the community for consumption in the household mainly. Community products are varied. It is done for self-support and reduced expenses as well as preventing the unnecessary outflow of community income which made the money circulate inside the village.

This means the most important market of Communal Enterprise is the intention for family consumption or own market.

2) Communal Enterprise at community level. When the first purpose is already achieved the desire to reduce own expense or self-support. Then the next step is to expand business to neighbor who is unable to produce and must buy from outside because he cannot be self-dependent.

Therefore the second step of Communal Enterprises is the way to support each other as well as create dependent between families within the communities as the way to reduce neighbor expense in paying high price for the product and keep the money within the village

This means that the community market is the aim at the neighbor to produce product instead of bring in goods from outside community intention for family consumption or own market.

3) Communal Enterprise at the network level at the time the community is unable to operate alone and need the help of many communities.

Communal Enterprise network is the system that community depended on each other for different products and resources which reflect the market in third level or community market network.

4) Communal Enterprise to manage excess products

It is the enterprise to process products or community resources, to extend product and added-value to response to the market need of outside community and network. Communal Enterprises to manage the excess product is the enterprise to process product or resource of the community and to extend product for

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value-added and response to the market outside and marketing network eventually. It is the marketing outside the community. Finally, it is the sale of the excess product to bring income to the village.

2.2.3.4 Marketing Principles in Communal Enterprises

From the study of concept and model of Communal Enterprises, conclusions are made as follows:

Firstly, it is the operation of communal enterprise for family consumption.

First, this way the market is for production to sell at the community market as the way to support each other.

Second, when community produce enough and the product contain the origin of local wisdom with enough quality to market. More marketing and business involved in this stage.

When the marketing mechanism became larger, the management is more complex, community would get together and making market plan, not who is doing what. This is also the way to avoid duplicate product. Then, good marketing principles should lead to the success of Communal Enterprises. Presently, the widely used strategy is the principles of 4P (Product, Price, Place, Promotion) which can be adapted and use effectively (Thai SME Center, 2006 : 1-2)

1) Product is the goods or services that have been planned for the customers. The guidelines for proper product are to decide what type of product the customer needs. There are 2 ways that should make the product sell.

- Creating merchandise with the differences that customers can experience. Creating differenced must consider the concept of Communal Enterprises which product to sell. Therefore, product must be in good quality, unique and come from local wisdom which is the selling point of the product.

Product with low price is accepting unnecessary quality. As for new business maker, he should choose the guideline to build differences than making it as cheap product.

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2) Price is quite important in the market. It should be done only in price reduction because by reducing price only, it may not help the sale if some problem has not been corrected. Price setting should be reasonable and suit the product and target group. Method for price setting area as follows :

-Set the price based on what the customer is willing to pay by judging from the survey or questionnaires.

- Set the price based on the competition which may be too low or making only small profit. When setting the price, the cost should be carefully calculated to derive at the desire profit and then reduce cost later.

- Set the cost plus profit which is the way to calculate the cost first and add in transportation, labor and profit. If the price too high, we need to publicize or adjust the image to fit the price.

3) Place is the way to deliver the goods to the customer if it has to be sold in many places. Merchandise distribution is very important. Ways to distribute is not selling at many places but rather see what to be sold to which target. If the goods become more available, it may ruin the image. Another thing that needs to consider is the cost for distributing goods. Sometimes, goods may not get distribute evenly, but the cost may already be high. For the Place sale, location is very important and must be proper for the goods also. Therefore, choosing site to support goods must consider the type of goods as well.

4) Promotion is different activities to inform customers of goods features, such as advertising in other media or activities to attract customers to buy the merchandise, i.e., grand sale. Somehow, advertising may not need for Communal Enterprises because of expenses. However, the best channel is through the Internet. At present, one access internet for free and the number of the users kept increasing. Other cheaper media, such as, leaflets and posters work as well. For local media, procession car, community radio, local newspaper and other publicity can be done. However, expense and access to target group are both needed to be considered.

Promoting marketing strategy is another factor to help the operation of Communal Enterprises to become highly success and develop into the nation goods.

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Aside from marketing mechanism, consumer network, and urban associations can cooperate with the producers to bring goods to the urban market better than competing with big industrial producers. This is important process that needs further development in Thai Society.

2.2.3.5 Principles of Financial Institutions to Support Communal Enterprise

The government had heavily emphasized on the policies to distribute progress to the region and rural areas. This is the delicate task that needs time and cooperation from many concerned divisions. Therefore, the government had asked various financial institutions both the government and public to actively cooperate together. If the operation of all institutions can achieve as planned, it is certain that problems in inequality between the urban and the rural areas or regional sector and the central sector should reduce. At present, many financial institutions have played important parts in the support of private investment expansion in the region as well as raising funds to support regional and rural businesses as being explained briefly as follows:

2.2.3.5.1 Distributing loan to Region and Rural Areas

The government had set up the goal through 7 financial institutions comprised of the Government Savings Bang, Krung Thai Bank, Government Housing Bank, Bank for Agriculture and Cooperatives, Industrial Funds of Thailand, Medium Enterprise Company and Securities Assets Management to make loan available to the regional and rural entrepreneurs and reduce loan available in the central region.

Moreover, the Ministry of Finance together with the Bank of Thailand pressured the commercial bank to increase loan in the region and rural area by set up measures for average 3 months fixed deposit as the base to set up Minimum Retail Rate: MRR to reduce the disadvantage among regional and rural entrepreneurs and investors in the loan from commercial banks as well as helping the investor with good debt payment can reduce the cost of borrowing from the commercial banks.

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2.2.3.5.2 Increasing Roles of Financial Institution in the Region and Rural Area

The government had changed the roles of both public and private financial institution so that they could get involve in the distribution of progress to the region. The readiness of each institution can be summarized as follows:

1) The Government Savings Bank is the bank most ready of all because it can provide loan to investor as well as raising life quality of the people in the region and the rural immediately. The Ministry of Finance had given the opportunity for the Government Savings Bank to modify the roles of more than 530 branches all over the country by allowing them to operate commercially and being the Bank for developing rural as alternative Bank besides the Bank for Agriculture and Cooperatives

2) The Government Housing Bank is another government financial institution that receives the government support to expand the loan for more housing in the region and rural to meet the increasing demand of the people.

3) The Bank for Agriculture and Cooperatives as the Bank that the Government planning for the rural development. The government had increased the channel for this bank to lend the money in more area instead of making the loan for agriculture only by allowing the loan out of agriculture boundary, such as wickerwork, earthenware, sculpture and weaving. Furthermore, the bank has been prepared to meet the demand, including finding new investment source for expanding business rather than depending only on the government budget as in the past. This has led to the belief that the bank role in the rural development would continue to increase.

4) The commercial banks have been asked from the government to increase their roles in the region and rural areas by being allowed to set up the regional and rural offices that do not any branches. Mostly in the northeast with low business volume as well as increasing loan to the rural area.

5) Investment and Financial Companies are second most important institutions from the commercial banks in the size of operation by having developed administrative work more professional until the government feels

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confidence that they would be able to spread the progress to the region and the rural as well as the regular banks. The Bank of Thailand had allowed them to open loan regional and rural offices which are now the full services branches. They are aiming to gather funds from region and rural as well as the commercial bank. Furthermore, the Bank of Thailand plans to raise their rank by making condition that the newly opened commercial bank must have the head office located in the outer area or act as commercial bank in the community development.

6) Industrial Funds of Thailand is the financial institution that provide loan to large investment project and joint investment in the important activities locally by having policies to change its roles to be the bank to provide long-term loan for wildly capture funds and expanding more loan in the same time.

7) Joint Funds for regional and rural development is the agreement between Krung Thai Bank and The Government Savings Bank, Industrial Funds of Thailand, Commonwealth Development Corporation and other leading Financial Institution to set up Joint Funds for developing regional and rural business and plan to be registered in the Securities Exchange of Thailand. The money capture in this area would be part of investment in business and industry in the region and rural with the registered capital not over 100 million baht and the ratio not over 25% of registered capital to provide financial help for business without charging interest.

8) Banks relate to financial services that request to open branch office in the region and rural area from the Bank of Thailand to response to the policy to distribute wealth and progress to the region and rural area as well as seeing the potential to conduct financial business in the outside area so the business entrepreneur can take out lean in both Thai and Foreign currencies

2.2.3.5.3 Expanding Funds to Region and Rural

It is the measure set up by the Securities Exchange of Thailand to provide the opportunity for businesses in the region and rural area to increase capital investment for expanding the business by allowing them to register in the securities market to raise funds. With the lenient rules previously mention, the competition in the region between all financial institutions has become more intense. With many type of proposals, such as making the interest rate with the tendency to

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decrease to attract the borrower to expand business and expect more profit which in turn increase employment together with raising income and better living conditions among the people in the region

The missions of Financial Institutions to get involve in bringing progress to the region and rural is still continue and tend to increase. As for the government institutions, it is expected to adjust themselves for being the bank to develop the rural area more as the channel has been provided by the government and the readiness of each financial institution. As for the commercial banks, the Ministry of Finance is consulting with the Bank of Thailand to find the criteria to motivate the commercial bank to open more branches in the region and rural areas without any commercial bank because the commercial banks are the leader in developing regional and rural economic and able to fully respond to such policy as well as attract other financial institution to join the financial market in the time to come.

2.2.4 Relevant Concepts and Theories to Technology and Appropriate Technology

2.2.4.1 Technology

Definition of Technology as being collected from relevant documents and concerned academics are explained as follows:

Technology is defined in Royal Institute Dictionary B.E of 2525 (1982 A.D) as knowledge in the application of science to benefit operation and industry.

School Dictionary (6) has given the definition of technology as the application of science to yield desire result as being seen clearly from the use of technology in other industrial work, rules and processed and positive invention derived from knowledge in science, the use of materials or objects to serve the need of mankind.

Siri Harmsupoo (1993) gave the meaning of technology as scientific knowledge adaptation for the production or other activities with modern methods for more effective activities and benefits to mankind.

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Narong Sengprocha (1996) gave the definition of Technology as the application of knowledge and understanding to benefit human's living. Human likes to search for process and model to adapt for use based on knowledge from Science.

In conclusion, "Technology" is defined as the application of knowledge, wisdom, materials and tools, including management process in every steps from the beginning of the production of communal products of communal enterprise for maximum benefit.

2.2.4.2 Origin of Technology

Narong Sengpracha (8) had explained the reasons for human thinking and creating technology which are not only to solve problems and respond to the need of human but also including other reasons for creating technology that could be concluded in 7 areas as follows:

1) Experiences had helped human to create diversified technology, for example, human discovered wildfire and from that moment on he realized that fire could cause light and heat and open area, animals escaped from fire, taro and yam and animals were burnt to death and could be eaten as foods. Therefore, fire could be used for human advantages, thus, fire is one form of technology.

2) Due to shortages or threats of natural resources, human was forced to find the way to apply resource for their own advantages. The problem has become so intense when the number of population kept on rising. So, aside from producing more, natural resources must be utilized for maximum benefit and last for long time.

3) Since human's needs, such as the need for foods. The first stage of human's social. They may able to catch animals by throwing rocks at the animals or trapping them. As for vegetables and fruits, they searched form the forest. Later when they acquired more knowledge and experiences, they started to invent the tools to store foods better. They knew how to hunt with weapon or more advance tools, with the use of spear and arrow. From collecting wild goods, they had learned

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to pick fruits and then developed into cultivation, foods preservation, cooking foods as well as using the container.

4) The need to conquer nature has made human to start invent clothes and shelter. In the beginning, clothes and shelters were simple. Human had stayed in the cave and covered his body with animals 'skin. Later, it had been adapted for better use, such as clothes are fancier with modern buildings to fit nature.

5) The need for aesthetic, entertainment, beauty which has made human create arts in drawing, sculpturing, dancing, making one's more beautiful and continue to develop since.

6) The need for communication has made human search and invent tools to help in communication. In the beginning, communication may be done with running, riding horses and continue to develop. At present, technology has become more advance, such as, telephone, fax and air traveling.

7) Human has powerful brain as well as other advantages, such as having fingers to pick up things or having imagination; creative thinking so that they can apply experiences and improves for better. Therefore, technology has been more advance.

2.2.4.3 Technological Level

1) Original wisdom Technology is the technology from daily livings of technological users.

2) Local, Traditional or Low Technology is the application of technology in individual daily life.

3) Intermediate Technology is the adaptation of various technologies to achieve objectives or adequate with products.

4) High Technology

5) Advanced

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2.2.4.4 Appropriated Technology

Nat Tunvirut (1979) had concluded the key principles of appropriate technology for Thai Environment as follows:

(1) Appropriated technology consisted of 2 sections as follows:

(1.1) Hardware is defined as Product

(1.2) Software is included social environment, culture, politic and environmentalist who preferred Software over Hardware

(2) Appropriate technology by utilizing the most products locally

(3) Using the least Non-Renewable Resource and the most Renewable Resource

(4) Appropriated technology must generate incomes and being most righteous, create independence and interesting work for small and low investment enterprises.

(5)Appropriated technology must reduce pollution or create the lease environmental impact.

(6) Appropriated technology boundary especially in energy, such as, herb, acupuncture and choosing construction materials.

Prakorb Rittakit (1989) explained the feature of technology as problems that may occurred from adapting for use in the upcountry. Appropriated Technology for upcountry involved with 4 areas as follows:

1) Cheaper investment and operation cost with technology and resources available locally.

2) Labor Intensive is defined as Appropriated Technology for upcountry involved with Capital Intensive which related to the use of machine that could create more unemployment.

3) Production process and less labor to prevent complicated problems in production process with small machinery suitable for production in the community and local cultures.

4) It must be easily applied and operated because of limited skills among local people.

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Montree Petchthongkum and Associates (2541) explained that Thailand had used modern technique and expanded from central region to other parts of the countries. Presently, technology has advanced rapidly, especially central and northern regions, especially cultivation. We have brought in appropriated technology until getting higher quantity and quality. Currently, findings indicated that the application of Agricultural technology has created problems in 5 areas as follows:

1. Waste from inappropriate use of machine
2. Environmental Impact
3. Lacking modern technology and new technology
4. Ability to adapt to farmers changes
5. Ability to choose and accept technology

2.3 Documents and Relevant Researches

2.3.1 Documents and Researches Relevant to Communal Products

2.3.1.1 Study on The Value of Communal Products

Nirun Yingyuad (2005) studied the value of bathing cloth (Phakaoma) products in local communities of the Emerald Triangle Area. The purposes of this research were to (1) Study *Phakaoma* productive processes in local communities of the Emerald Triangle Area. (2) Analyze the value of *Phakaoma* products in local communities of the Emerald Triangle Area. The aims were to develop *Phakaoma* productive processes which comply with Community Product Standard and to inherit local wisdom.

The *Phakaoma* is first parallel woven with native clothes. This is the basic exercise of a new weaver prior to weaving high class cloths. *Phakaoma* weaving is usually woven from the raw material of cotton because of its qualities of water absorbtion, fast drying, and cheap price. The majority of patterns are a tartan pattern (squares on a chess board pattern) and *Sai Pla Lai* pattern (*Sai Pla Lai* means swamp eel intestine). *Phakaoma* productive processes of each country are alike. In Lao PDR and Cambodia, it’s mainly woven for household use. In Thailand groups of weavers in a local area assemble to develop the products and to empower themselves

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for bargain power in the market. Presently, there are 9 groups of weaver accredited with the Community Product Standard. Consumers of *Phakaoma* products are people in the local community and tourists. *Phakaoma* weaving, therefore, brings job and income to the producer groups. So, *Phakaoma* products are important souvenirs for tourists in the Emerald Triangle Area. Furthermore, the results of the study found *Phakaoma* are valuable as parts of local history study, culture and customs, local wisdom inheritance, community economic support, natural resources and local material.

In view of this study, the *Phakaoma* productive processes should be developed to comply with Communities Products Standards and to provide added value of *Phakaoma* products to multi them more suitable as souvenirs for tourism in the Emerald Triangle Area. Further study should (1) Research and develop the quality of *Phakaoma* productive processes of all group to comply with standards (2) Expand the scope of the research and study area to encourage higher achievement (3) Create a database and information system of *Phakaoma*. (4) Assign direction of the *Phakaoma* as part of Thai Identity.

2.3.2 Documents and Researches Relevant to Communal Business and Communal Enterprises

2.3.2.1 Assessing Financial Worth of Communal Business

Jantawan Kunampun (2004) studied assessing financial worthiness of Communal Products: Case Study of community learning among Ang thong Province to study the administrative structure and activities of Ban Hae Agricultural Housewives including the study in investment, benefits and analysis for worthy investment through the interview of Ban Hae Agricultural Housewives. Angthon province.

Result findings indicated the following: mangoes sauce yield the most profit at 39.06 baht per liter, next banana pudding while herbal crispy rice yielded 16.02 baht, the lowest per liter. As for financial worthiness, investment feasibility using NPV derived at 2,913,997.57 baht BCR equaled to 1.16 and IRR equaled to 19.87 %.

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Analysis project sensitivity by identify 1st case where investment cost remain consistently. For case 2, incomes reduced at 10% constantly. Both cases they were worthy of investment because BCR was higher than IRR higher than interest loan rate. As for 3rd case, incomes reduced to 10%, including increasing investment 10%. This had no worthiness in investment from NPV with negative BCR lower than 1 and IRR less than interest loan rate. Therefore, agricultural housewives should increase products and new marketing channel and implementation of technology to reduce cost.

2.3.2.2 Feasible Study of Craft Communal Product Business Operation

Rawadee Pukkhet (1997) studied the feasible in handicraft business: Case Study Po thong Agricultural Cooperative Co., Ltd. This research is intended for the study of profit in handicraft products through the interview to find incomes and expenses, using 3 measures in making-decisions as follows: findings NPV, IRR and B/C with analysis of project sensitivity and the study to find the demand of 100 members. Research results are concluded as follows:

From the study, findings indicated that financial analysis used reduction rate at 125 with net return of 33.4 and project return at 20.09% and return rate per expenses at 1.33% by analyzing sensitivity of projects for all 3 cases .It was feasible to participate among cooperatives' members

2.3.3.3 The Community-Based Enterprise and Collective Forest Management

Anchan Gaemchoei (2005) The study was intended to examine the impact of a community-based enterprise program on the collective management of the forest. Drawing from Grounded Theory, the study shows that the community-based enterprise undertaker by the groups of villagers at Baan Khao Lao Thein Thong has brought about collective responsibilities in managing the forest resource nearby. This is due to the fact that this enterprise is born out of group processes, which in turn re-builds social relations among the people in the community. This is recreated a sense of caring for and willingness to help each other. Power relations between

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leaders and villagers have transformed from a hierarchical, master-follower to a more equal, horizontal structure. Organizing themselves into the group has also enabled them to have a great deal of bargaining power on prices with middlemen. In addition, the members have shown more confidence as they learned from exchanging their experiences among themselves and from networks developed from outside. This new sense of collective consciousness has led the group to further their responsibilities in managing forest resources. As the forest protection scheme has been instituted, the community has gained more respect from the coalitions outside and this in turn has created an even stronger sense of natural resource conservation in the community.

The above changes have come to the village because of external factors, namely the economic mismanagement leading to over-exploitation of local resources by people from both within and outside the community. The community-based enterprise program is a community response, in that it creates villagers' awareness to protect local resources.

The fact of the matter is that the people in this community have successfully rebuilt their community relations and awareness of community-based resource over-exploitation. However, one key question remains to be addressed. Would the community enterprises generate sufficient income for the people to survive under the present economic situation? This brings out a strong recommendation for immediate and further research

2.3.2.4 A Study of the Strengthened People's Organization

Pamornrat Sutum (2002) The objectives of this qualitative study of strengthened people's organization in Western Region of Thailand are the study : 1) the community dynamics and self-reliance, 2) the community conditional factors and self-reliance levels, 3) the strengthened people's organization and major condition factors and 4) the strengthened people's organization related to community self-reliance.

Data was collected from in-depth interviews of the major information, from chairs of the five people's organizations observed, administrative committees, field workers, and the administrative committees of the local organization. Small-group discussions were also arranged among the advisors of the

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people's organization and he community members that participated in or missed out from the activities; they were selected by purposive random sampling basic.

The findings indicated that the community dynamics in pioneer period were a self-sufficient economic system and being highly self-reliance on biological needs with some conditional factors of natural resource fertility from small number of population and primary relation. The community dynamics in expansion period were effect by external factors such as home consumed product pattern changing to trading, community economic dependency, reduction of self-reliance with more external supports, and the appearing economic, social and environmental crisis. In the adaptive period the community dynamics faced to formation of people's organization for self –reliance, especially provided social welfare and natural resource conservation for community economic base. However, the conditional factors supporting the strengthening people's organization were as community leaders, human resource and budget. Moreover, the strengthened people's organization could mainly create community participation and the learning process for economic and environmental self-reliance leading to a more sustainable community.

2.3.2.5 The Success of OTOP Occupational Groups in a Dimension of Strong Community

The objectives of this research were to evaluate the success of vocational groups in the One Tambon One Product Project and to study the factors affecting this success in relation to economic, social and cultural, and product dimension. The research employed both quantitative methods, collective data from 41 leader groups and members in Chiangmai community vocational group relating to the product totaling 246 respondents and qualitative methods, collecting data from 7 vocational groups and community development officers in 5 disdricts.

The major finding was that in total, the level of success of the vocational groups in improving community strength was medium. The levels of success for the economic dimension were medium, for social and cultural was high and that for the product was the medium. Factors related to the success of the vocational groups the duration of group operation, size of group leader, and participation of members, external support, and relationship between group members,

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group administration and external network. The factors that did not appear to affect the success of the vocational group were source of funds, educational levels and cause group gathering.

Suggestions arising from this research relate to policy and practice. In regard to policy there should be continuous monitoring of the operating of the project by conducting evaluations and inviting private sector representative/academics to participate in this morning. These evaluations should be given to the vocational groups. Development of product, human resources and marketing, budgeting and practices for project operation standardization should be promoted. In regard to practice, product development should always be supported. Moreover, the creation of product uniqueness should be promoted by applying local wisdom to modernity. The administrative organizations, provincial commercial offices, and educational institution should support the vocational groups.

2.3.2.6 Studied A Guideline for Community Enterprise Potential Development

Kritsana Leelasribanchong (2004) studied a guideline for community enterprise potential development: case study of Bangkachao area in Prapradaeng district, Samutprakarn province. Community enterprise is organization set up by local communities to modified products so that the participants can learn to manage community resources using local wisdom and talents. This research studies the management, finances and the monetary, material and emotional rewards available to participating groups, and the potential of these enterprises. The research also proposes guidelines to promote enterprises for the benefit of participating groups.

Most of the groups were established in October 2000 and group members were restricted to the roles of production, sales, and service. Only two groups had registered as business entities. None of the groups had accumulated members' funds greater than their external loans. The type of goods produced was not always consistent with community needs. Many groups had poor networking relations with other groups. All groups had criteria for remuneration of members but all groups had greater expenses than incomes. However, the members thought that the remuneration they received was fair and helpful.

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All groups need to promote awareness of economic issues and the need for a self-reliant community. They need to make sure that all members contribute to group funds and they need to develop ways of reducing expenses. The enterprises that should be promoted are (in order of importance): (1) trading (2) animal husbandry and mixed enterprises (3) agriculture and (4) modified products and service.

2.4 Conclusions and Result Discussions on Relevant Documents

Result findings from relevant documents in communal products and communal enterprises suggested the need for promotion of communal economic and social for self-support in all areas to make operation more effective. Significant factors involving with successful operation are comprised of 1) Communal funds factor as being knowledge, wisdom, resources, consumer goods and social funds, money from community member fund raising and existing funds. 2) Production factor for community as the owner from raw materials and process to appropriate technology for community condition which refers to indigenous wisdom. 3) Marketing factor to create planning process, expressing opinion and decisions-making process in distribution, packaging and product publicity 4) Personnel as the community members who participation in every steps of decisions-making and operation in organization 5) leader must be the one with knowledge and capability and creation as well as being accepted by community members 6) Organizational Management that must be clearly identified with definite work division in the organization as well as having rules for the member to practice, including guidelines related to outside or building community network. Therefore, those factors have become factors to indicate failure or success in the organization of communal enterprise. Findings from relevant documents in communal products and communal enterprises that in order to make operation more effective, people must be encouraged for self support leading to success which involved various factors.

Relevant researches such as, the study of value of communal products, assessing financial worthiness of communal health products, feasibility of operation communal business, the study of community awareness in forest management, guidelines in promoting communal enterprises are needed for through study.

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Therefore, there must be the development of economic system together with the social development for self-support and reinforce the strength of the community.

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CHAPTER III
RESEACH METHODOLOGY

This research studied on management system of communal enterprise: a case study of Ubonratchathani province, Thailand. The objective was to study on management system of communal enterprise. This research is a survey research. Questionnaire and structural interview from were used as research tools for studying and surveying the consumption of communal products including technology for produce the communal products. The detail of research procedure (Figure 3-1) was explained as follows:

3.1 Procedure of Documentary Research

3.2 Procedure of Survey Research

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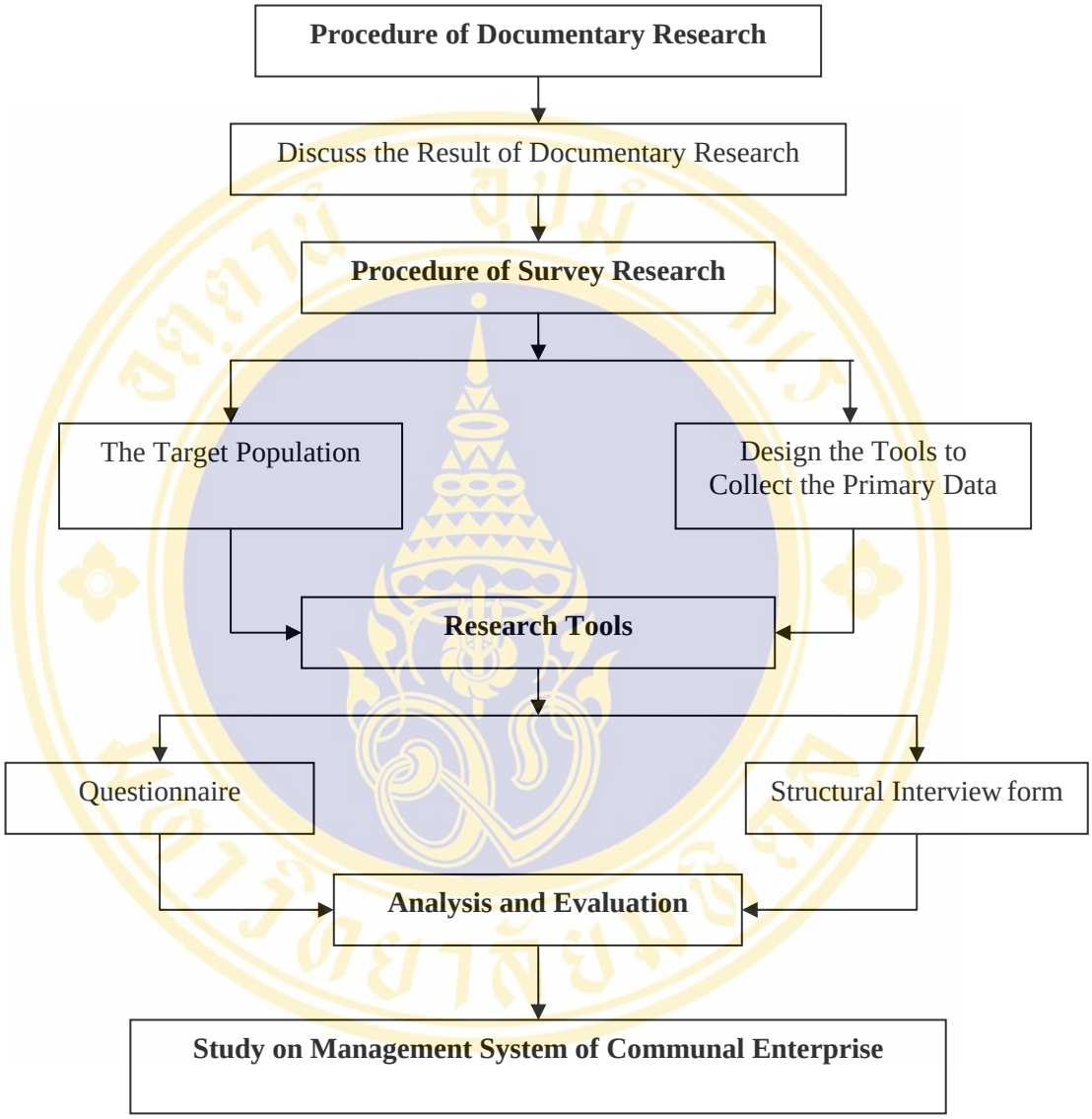

Figure 3-1 The Presents of Research Procedure

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3.1 Procedure of Documentary Research

The procedure of documentary research was to collect the secondary data from the related documents. The secondary data are general data of Nikom Lamdomnoi sub district and its boundary in Ubonratchathani province including the related data of communal organizations, and related researches on communal products. The mentioned secondary data will be analyzed and compiled for designing survey research. The procedure of documentary research is following:

3.1.1 Step of Preparation

This step was to prepare and identify the issue or topic of data collection, which was related to the research such as study area, communal organizations and financial institutions, etc. Moreover, tool preparation and scope of data must be prepared and planned in this step.

3.1.2 Step of Planning and Data Collection from Documents

This step was to plan for secondary data collection of related researches, reports and related documents from the libraries of both inside and outside Mahidol University, including data from public and private organizations and searching from internet.

3.1.3 Information for Documentary Research

For the procedure of documentary research, there were some necessary information for doing research such as documents, researches, journals, theses, related textbooks, related information from different work units and various organizations and geographic map.

3.1.4 Collection of Secondary Data

The related secondary data were collected. For example, information about area, inhabitants, producing communal products and operating communal enterprise and other related research works. The topics of information were the followings.

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3.1.4.1 Information of area included governed regions, geographic characteristics and utilization of land.

3.1.4.2 Conceptual framework and relevant theories consist of concepts and principles related to standard of communal products, communal business, communal enterprises and appropriate technology.

3.1.4.3 Documents and related researches of communal products and communal enterprise

3.1.4.4 Conclusion and discussion of documentary research

3.2 Procedure of Survey Research

The result of documentary research will be planned for operation. The survey research will be focused on primary data collection from area study such as products category and type, technology of product process, local's readiness of small and micro communal enterprise establishment, design and creation of tools for fieldwork's data collection. The research's result will be summarized, analyzed for the next step of operation research.

3.2.1 Procedure of Population Design

Populations who are in boundary of this study are communal product group s and free communal product producer by focus group discussion follow as the communal products. Summarize population for studies are

3.2.1.1 Members of each group of communal production

3.2.1.2 Independently communal product producers

3.2.1.3 Populations who live in Nikom Lamdomnoi sub district and surrounding area

3.2.2 Sampling

From preliminary studying of document, the researcher was not able to know the certain number of inhabitant for research study and sampling also can't identify the specific number of inhabitant from population. So, it was considered to use Empirical Purposive Sampling as sampling method.

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3.2.3 Research Tools

There were two types of tool for research's data collection, firstly, structural interview forms for communal product group and independently communal product producers, the second, questionnaire for consumers.

3.2.3.1 Structural Interview Form for Communal Product Groups and Independently Communal Product Producer

Structural interview forms were opened questions. This structural interview form was used for communal product group and independently communal product. This questionnaire has the principle of questionnaire building as follows:

- Define the question from the objective and research boundary
- Define the minor topic, draft questions and structural interview form to be interested and easy to answer
- Pre-test the structural interview form was done to identify the error.

There are four major topics in the structural interview form as follows:

First major topic: Knowledge of communal product production

Minor topic: kinds of product, originally production guideline, materials, technical of production, motivation of production.

Second major topic: Knowledge of communal product management

Minor topic: period of production cost of production, labor, period of usable time and the maintenance.

Third major topic: Knowledge of increase incomes guideline and marketing management of communal product to reach the communal standard.

Minor topic: type of sale, public relations, packaging, standard of product, and future management.

Fourth major topic: Knowledge of gathering communal product groups.

Minor topic: type of operating, source of fund, finance, network building among groups, problems and recommendations.

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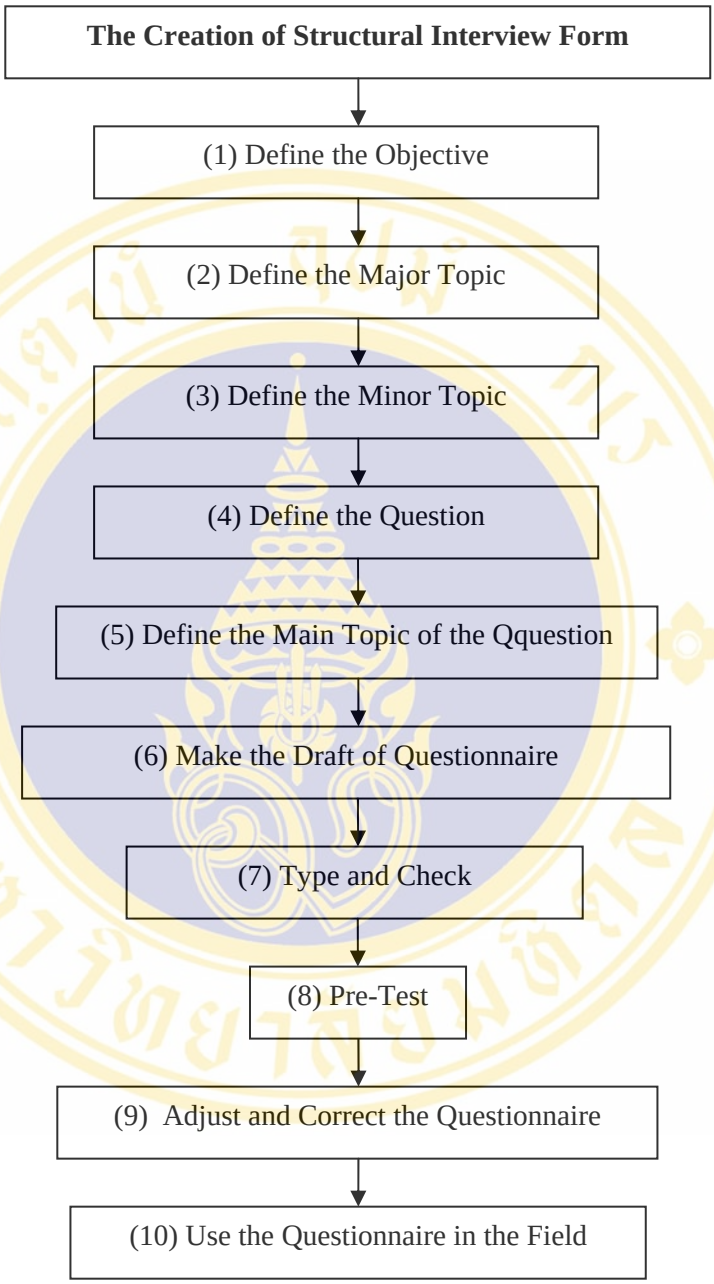

Figure 3-2 Procedure for Constructing the Research Tools

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3.2.3.2 Questionnaire for Communal Product Consumers

It was opened questionnaire but some questions were closed questions. This questionnaire was used to collect the widely the data. The questions related with the behaviors of the communal product consumers, factors were influential for decision making of the communal products consumers on strengths, weaknesses, opportunities and threats of the communal product as guidelines to analyze the possibility of value-added for the communal products.

3.2.4 Data Analysis and Evaluation

Procedure of data analysis and evaluation consisted of secondary data accumulation that related with the operating of communal enterprise. Result from the studied of all methods and all sampling units used to be evaluated.

3.2.5 Discussion, Conclusion and Suggestion

Present the result to expert person, after adjust the data, then the final report was written.

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CHAPTER IV
RESEARCH RESULT

The research study on the topic “Study on Management System of Communal Enterprise : A Case Study of Ubonratchathani province, Thailand” was based on the research objective in the study management system of communal enterprise.

The research study had been divided into 3 parts as follows:

1. Studying Management System of Communal Enterprise by studying 7 Communal Products.

2. Analyzing Management System of Communal Products based on each factor in operation of communal enterprise.

3. Studying and analyzing buyers of Communal Products

The guidelines in data collection are illustrated in figure 4-1

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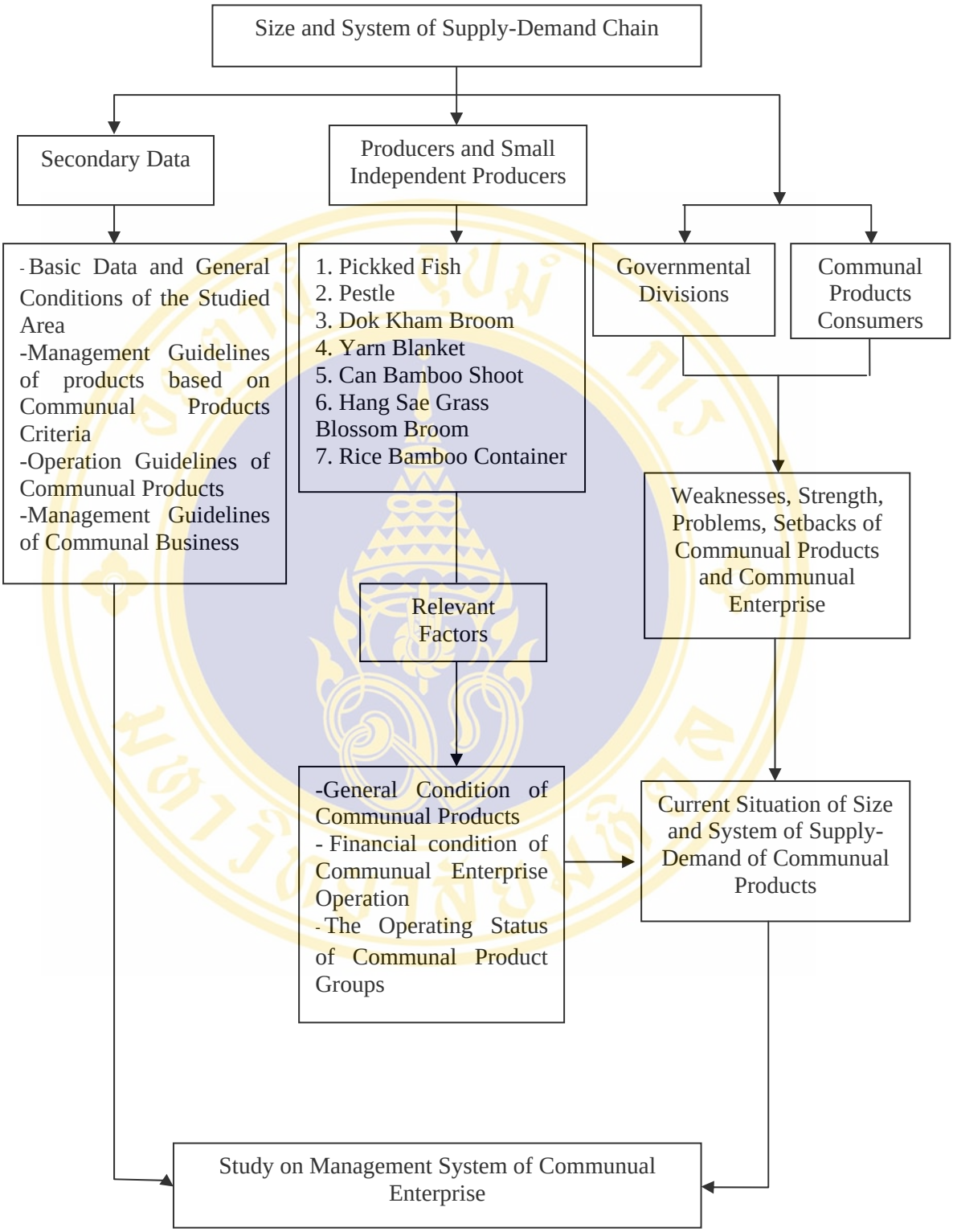

Figure 4-1 Results of the Study

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Results of the Study are consisted of the following details:

In this research, Nikom Lamdomnoi sub district and perimeter of Nikom Lamdomnoi in Ubonratchathani Province were selected for the study. It is the area adjacent to the neighboring country, People's Democratic Republic of Laos and having some area connected to Lamdomnoi Reservoir. From the field study, 7 communal products were selected for the study and classified according to 9 types of Thai wisdom. Findings indicated that the discovered communal products in the area could be classified based on Thai Wisdom in 2 major areas as follows:

Thai Wisdom in Nutrition

1. Pickled Fish Product of Ban Laem Sawan Group, Nikom Lamdomnoi Sub District, Sirinthorn District

2. Can Bamboo Shoot Product of Ban Ta Mui Group, Huaypai Sub District, Kong Jiam District

Thai Wisdom in Industrial and Handicraft

3. Pestle Product of Ban Kum Charoen Suk Group, Nikom Lamdomnoi Sub District, Sirinthorn District

4. Dok Kham Broom Product of Ban Hui Wer Group, Kam Khean Kaew Sub District, Sirinthorn District

5. Yarn Blanket Product of Ban Kum Nam Saeb, Nikom Lamdomnoi Sub District, Sirinthorn District

6. Hangsae Grass Blossom Broom Product of Ban Sa Som Group, Napooklang Sub District, Kong Jiam District

7. Bamboo Rice Container Product of Ban Ta Long Group, Huaypai Sub District, Kong Jiam District

From the field study by using Topographic Map, data collected from area photoes, general basic survey and structural interview with all 7 communal products groups in the area to find in-depth data related to communal products, data in the operation readiness of communal enterprise as well as opinion of the consumers of communal products. Results of the study were taken for analysis and presented as follows:

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4.1 Results from the Study of Producer and Small Producer of Communal Products Group

Thai Wisdom in Nutrition

4.1.1 Pickled Fish Product of Ban Laem Sawan Group

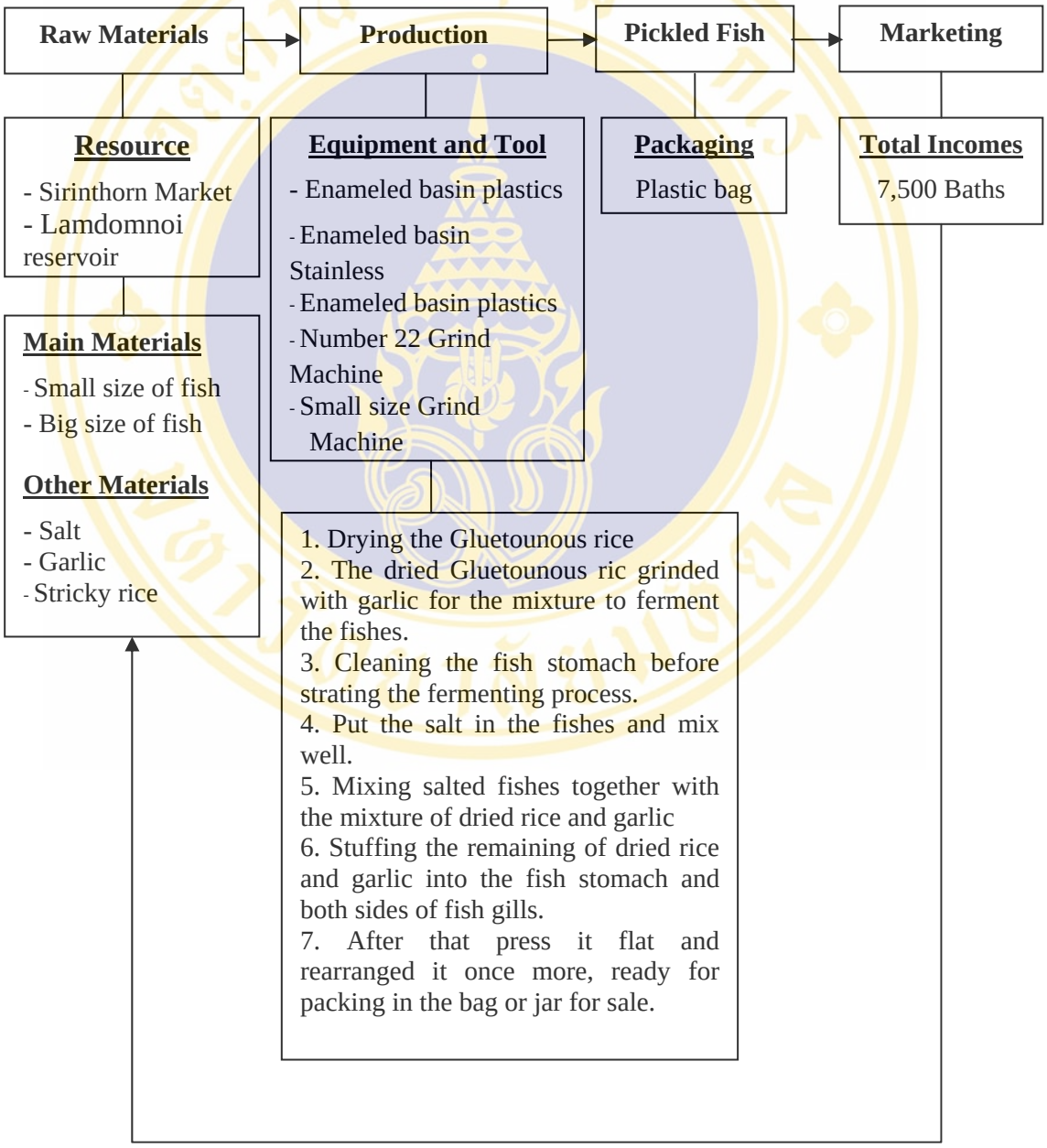

Figure 4-2 Pickled Fish Product of Ban Laem Sawan Group

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4.1.1.1 Operational Condition of Communal Products Group

Products : Pickled Fishes (Pla Som)

Group Leader : Mrs. Salee Nupuk

Established Year : 2002

Group Member : 12 persons

Location : 27 Moo1 Ban Laen Sawan, Lamdomnoi Sub District, Sirinthorn District, Ubonratchathani

1) Production Raw Materials

Raw materials for making pickled fishes which mainly came from Lamdomnoi Reservoir and Sirinthorn Market are consisted of the following:

(1) Fishes, such as silver barb, red tail and gura mostly are caught from Nikom Lamdomnoi Reservoir that is located next to the village. Pickled fishes are being sold at Sirinthorn Market.

(2) Salt is another ingredient for pickled fishes. The porprotion is 8 kilograms of salt per 100 kilograms of fishes in order to preserve fermented fishes as long as 15 days.

(3) Garlic is the ingredient for taking away fishy smell and giving fish better taste. The porprotion is 5 kilograms of garlic per 100 kilograms of fishes.

(4) Gluteneous Rice is the ingredient that giving sour taste to fishes and unique taste of being main Isan food. The porprotion is 15 kilograms of Gluteneous Rice per 100 kilograms of fishes.

2) Production Steps

In each production, pickled fishes reqire definite proportion of each type of raw materials to develop the unique taste of the product. The group must produce fermented fishes 4 times monthly. The production process from the preparation of raw materials to finished products is explained as follows:

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(1) The first step is to prepare raw materials for fermenting by drying the Gluetounous rice in the bamboo basket that already singed with flame to prevent molding and covered with the net so that the birds or chickens cannot get to it. Let the Gluetounous rice dried 3-4 sunshine until it really dried to get delicious flavor of pickled Fishes. After that store Gluetounous rice in the container with tight cover to prevent humidity, but it can keep like that from 3-7 days only. If it had been kept for too long, it may become moldy.

(2) Next step, after the Gluetounous rice completely dried, it is grinded with garlic in the require proportion for the mixture to ferment the fishes stomach open to take out their excrements and internal organs before soking with rice water twice to remove blood and fat contents from the fishes. Thern, squeeze the excess water out and put in the basket to get rid of more water before strating the fermenting process in the preparation room.

(3) Taking fishes that comptely dired out in the pot to weight by weighting the fishes 6.5 kilograms per 0.5 kilogram of salt at a time. Then, shake the pot for the salt and fishes to mix well and pour them in the big basin and line up the fish in row overlapping at another side of the basin.

(4) Placing grinded rice that had been mixed with garlic and measured in proportion in the basin in one side that empty. Mixing salted fishes together with the mixture of dried rice and garlic and make sure that the ingredients are covered all fishes before lining overlapping once more.

(5) Stuffing the remaining of dried rice and garlic into the fish stomach and both sides of fish gills. After that press it flat and rearranged it once more, ready for packing in the bag or jar for sale.

3) Production Marketing System

All group members have taken part in planning and decisions-making, in product distribution. Pickled fishes are packed in the plastic bag to be sold at 1 kilogram each.

The product is selling both at wholesale level only where the products would be gathered for sale by Ms. Noopook, the group leader to avoild problems with price negotiation with middleman.

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The community market for selling the communal product is Sinindhorn Market. As for outside market, the communal product can be found in the nearby village and the festival as well as at the exhibition.

4.1.1.2 Financial Status of Communal Products Group

In the study of financial status of communal Products Group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector.

From the study, results finding indicated that this group had more expenses than income. Production expense per each time cost 20, 548 baht while the sell is only 7,500 baht. So, it is obvious that the group has suffered the lost in the production. High production cost was the cost of tools and equipments as well as maintaining cost and depreciation cost of the equipments as much as 11,579 bahts (see details in Appendix A, Table A-1).

4.1.1.3 Operational Condition of Communal Products Group

Results of the study in operational condition of communal products group that suggested the success and failure factors in group operation were analyzed for the readiness and the possibility for establishing and managing the communal enterprise which covered the following areas:

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Table 4-1 The Operation of Pickled Fish product of Ban Laem Sawan Group

The Operation of Communal Products Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	-	✓
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	✓	-
5. The members were more than 7 person	✓	-
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	✓	-
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	✓	-
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	✓	-
14. Label or bland name of product belonged their	-	✓

1) Status of Communal Products Group

From the study of status of communal products group, it was found that pickled fishes of communal product group had registered as jurisdiction person for selling pickled fishes. Therefore, group opration is done only for business by having profit as the main motive. Presently, there is the tendency for higher profit than the past, but the product price remains the same even though raw materials are quite costly.

At present, there are 12 members involved in every steps of production. Furthermore, the group has find the clean place to produce pickled fishes with the application of equipments to increase the production capacity, such as large grinding machine to meet the in creasing demand of the market. Somehow, with the modern equipment, the production process and knowledge are still came from the group members, only adapted with the knowledge from outside until deriving at the unique fermented fishes. Knowledge that the group acquired from the training are involved in these areas as follows:

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(1) Practical Training for the use of mixed ingredient in the food production by Agricultural Department, Ubonratchathani.

(2) Curriculum Training for female leader in community economic by Electrical Generating Authority of Thailand in cooperation with Office of Community Development, Ubonratchathani.

(3) Practical Training on Healthy Foods Operator by Ubonratchathani University.

(4) Project training on Good Foods for Consumers by Kumkaenkaew sub district Administration

Currently, key factors guarantee for the communal products and indicate strength in the group operation is shown as follows:

(1) Standard Foods Prooducts from Foods and Drugs Administration

(2) Standard Foods Prooducts from Thai Industrial Standard

(3)Standard OTOP Prooducts 2 stars 2004

(4)Standard OTOP Prooducts 4 stars 2006

As for publicity in the product, because the product had received the OTOP award, the group had made many publications, not only through the newspaper, such as, Bangkok and Daily News but also on internet on “thaitambon.com” as well as having been televised through the television show “Star Adventure” on Channel 3 and also bought air time on the community radio.

2) Outside Relationship

Pickled fishes of communal product group has formed the allies’ network with vocational college group of Ubonratchathani Province and Yarn blanket product of Ban Kum Num Saeb group

With the cooperation with the public and private sector, the group had received funding in nutritional research on the methos and proportion of raw materials in making pickled fishes from Ubonratchathani Medical Science Center. Besides, more assistance in marketing and training came from Social Development

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Center Unit 74, Office of District Agriculture and Nikom Lamdomnoi Sub District Administrative Organization.

3) Problems and Recommendations for the Group Operation

Presently, the group has not incurred any debt from borrowing for investment from any divisions, but the problem facing the group is Lacking Investment funds to buy reserved fishes. The start-up investment was not originated from members' contribution but rather came from the group leader. When the group investment is depleted, the financial flow began to subside. Therefore, without the accumulated investment funds, the group would be in serious financial flow. Moreover, there is the possibility of improving the packaging for more attractive merchandise.

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4.1.2 Can Bamboo Shoot Product of Ban Ta Mui Group

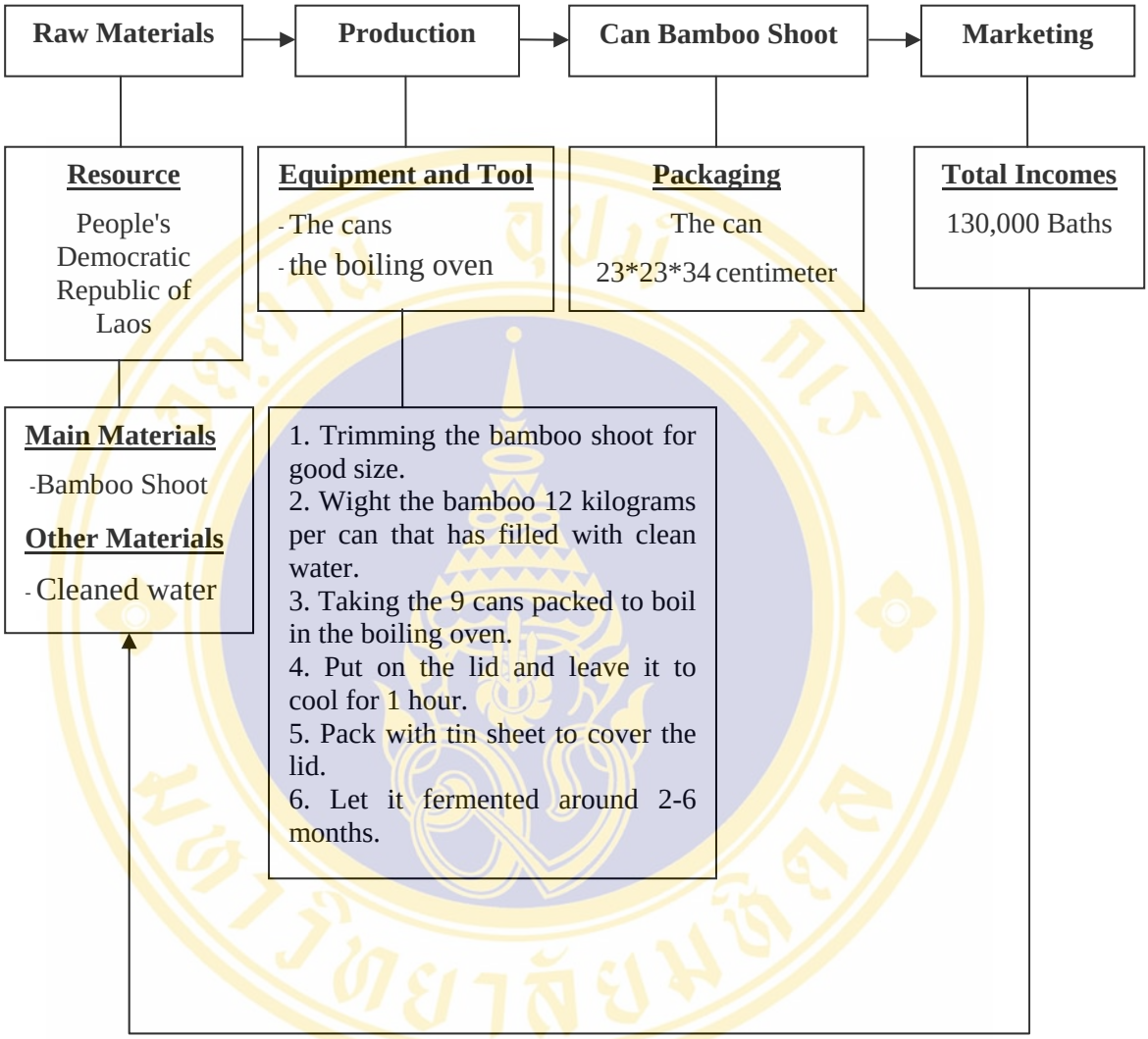

Figure 4-3 Can BambooShoot Product of Ban Ta Mui Group

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4.1.2.1 Operational Condition of Production Group

Products : Can Bamboo Shoot

Group Leader : Mr. Phromma Kayarnkarn

Established Year : 1997

Group Member : 30 persons

Location : 27 Moo 4 Ban Ta Mui, Huaypai Sub District, Kong Jiam District, Ubonratchathani

1) Production Raw Materials

Raw materials in the production of Can Bamboo Shoot came from the area around Mae Kong River, People's Democratic Republic of Laos. Raw materials used in the production are consisted of the following items:

(1) Bamboo shoot from domestic and wild bamboo and fragile bamboo, only about 2 months old shots are picked.

(2) Cleaned water for boiling bamboo shoot and some in the fermenting. In order to reduce the bitterness of bamboo shoot, do not add any salt. The Can Bamboo Shoot is called “Sour Bamboo Shoot”.

2) Production Steps

The production of Can Bamboo Shoot usually starts from June to July. After that it is the time to ferment and sale during February to March. The process and the production steps from preparation of raw materials until becoming finish product are provided with the following details:

(1) Trimming the bamboo shoot for good size, not too thick or too thin.

(2) After trimming the bamboo shoot, wight the bamboo to be packed in the can, 12 kilograms per can that has filled with clean water.

(3) Taking the can packed with the bamboo shoot in the clean water to be boil in the boiling oven which is able to boil 9 cans at each time.

(4) Put on the lid and leave it to cool for 1 hour before tightly pack with tin sheet to cover the lid.

(5) Let it fermented around 2-6 months for tasty bamboo shoot

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3) Production Maketing System

All group members have taken part in planning and decisions-making in product distribution, package for packing the product or “”Can” with clearly label to quarantee safety from the Foods and Drugs Asministration. The distribution pattern of Can Bamboo Shoot is on retail level only

The sale of product is done by each member would make own sale. Occasionally, the merchant comes to buy at home. Can Bamboo Shoot can last 10 years if the lid is remained close tightly without open even once. If the lid was opened, the product must be consumed within 1-2 days. For boiled Bamboo Shoot, it would last as long as 7 days. The marketing outlets for Can Bamboo Shoot are general stores in Ubonratchathani Province.

4.1.2.2 Financial Status of Communal Products Group

In the study of financial status of communal products group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector as being shown in the following details.

From the study, results finding indicated that this group had more expenses than income. Production expense per each time cost 13,250 bahts while the sell is as much as 130,000 bahts. So, it is obvious that the group has made substantial profit in the production. Moreover, the group received subsidy from Huay Pai Sub District Organization for 100,000 bahts. Therfore, the group has made sizable profit from the production (see details in Appendix A, Table A-2).

4.1.2.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the

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readiness and the possibility in the establishment and management of communal enterprise as follows:

Table 4-2 The Operation of Can Bamboo Shoot Product of Ban Ta Mui Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	-	✓
5. The members were more than 7 person	✓	-
6. Participation on operation	✓	-
7. Saving Deposit of Group	-	✓
8. Debt of Group	-	✓
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	-	✓
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	-	✓
14. Label or bland name of product belonged their	-	✓

1) Communal Products Group Status

From the study of status of communal products group, it was found that the can bamboo shoot communal product group had not registered as jurisdiction person for selling Can Bamboo Shoot. Part of the initial investment came from member's contribution to the investment funds of 2,000 baht each while another part 100,000 bahts the group borrowed from Huay Pai Sub District Administration Organization. Currently, the group has no reserved funds.

At present, there are 30 members involved in every steps of production. Furthermore, the group has no place to co-produce. Therefore, members are produced separately and used own labor with the stove that can boil only 9 cans at the time. Knowledge that the group acquired from local wisdom has been passed fromone generation to the next. The group had not engaged outside knowledge in the production.

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The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

(1) Standard product from the Foods and Drug Administration. As for publicity in the product, there is not any because the group had not received any award. The production is for self-support and minor sale.

2) Outside Relationship

This group has not joined with other occupational groups as the community network organization.

The group received government subsidy for 100,000 baht from Huay Pai Sub District Administrative Organization.

3) Problems and Recommendations fot the Group Operation

At present, the group has not encountered any serious problem that may obstruct the operation. So, the group can produce for sale and group consumption.

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Thai Wisdom in Industry and Handicraft

4.1.3 Pestles Product of Ban Kum Charoen Suk Group

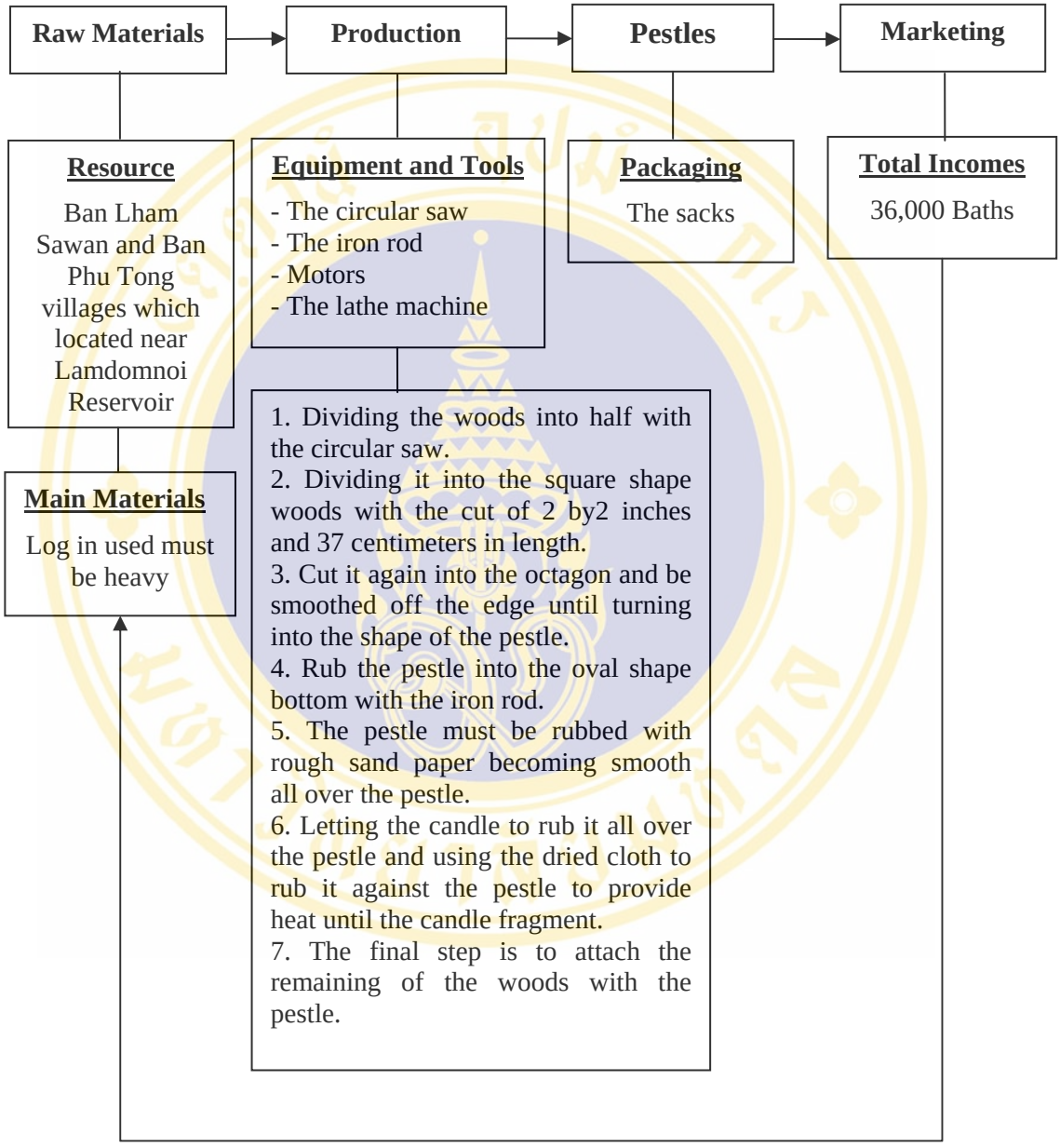

Figure 4-4 Pestles Product of Ban Kum Charoen Suk Group

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4.1.3.1 Operational Condition of Communal Products Group

Products : Pestles

Group Leader : Mr. Vichien Sumran

Established Year : 2004

Group Member : 18 households

Location : 39 Moo 13, Ban Kum Charoen Suk, Nikom Lamdomnoi Sub District, Sirinthorn District, Ubonratchathani Province

1) Production Raw Materials

Raw materials for making Pestle which mainly came from Laem Sawan and Puthong Villages which located near Lamdomnoi Reservoir are consisted of the following:

(1) Log in used must be heavy and fit to handle and in market demand, such as, Krabok, Krathinnarong and Mango tree. In the past, Palm tree was used but it was rather light, not suitable in pounding which made low market demand. At present, most raw materials are found in the bottom of Lamdomnoi Reservoir.

2) Production Steps

Production Steps for the product from the beginning to the end are explained in details as follows:

(1) Dividing the woods into half with the circular saw before divided it into the square shape woods with the cut of 2 by2 inches and 37 centimeters in length. Half-cut woods should yield 25 pieces of square woods.

(2) After getting at square shape woods, cut it again with the circular saw to turn the woods into the octagon shape before putting it through the lathe machine. Then the octagon shape woods would be smoothed off the edge until turning into the shape of the pestle.

(3) Next, using the iron rod with the sharp edge to rub the pestle into the oval shape bottom so that it would turn into the desired length but make certain thet the woods is still attached to each other. Then, taking the woods out from the lathe machine and let the pestles dried out by piling them up in the shade to be waited for order from the customer.

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(4) After receiving the purchase order, taking the pestle that already dried but still has the end attached up on the lathe machine once more. The pestle must be rubbed with rough sand paper No. 40 until becoming smooth all over the pestle before repeating the process with fine sand paper No. 80 so that its surface would be extra smooth, rounded without any edges.

(5) Letting the candle that melt and mixing with food color and let it cool until turning into the shape of stick again before rubbing it all over the pestle. After that using the dried cloth to rub it against the pestle to provide heat until the candle fragment is starting to melt and cover the pestle and giving it the shiny look as if the lacquer had been applied to it. It is also preventing it to from becoming moldy as well as preventing it from breaking during the summer.

(6) The final step is to attach the remaining of the woods with the pestle so that it would be detach and getting at Ban Kum Charoen Suk pestle before packing into the sack , waiting for the vendor to by the product.

3) Production Marketing System

All members have participated in the planning and decisions-making in the distribution of product, from pacaking pestle by packing 100 of them in the sack. The group had not invented group label.

Pestle is selling both at wholesale level only where the products would be gathered and send to the group leader and wait for the vendor to come and buy the product. This way the group would have the bargaining power over the middleman.

Domestic markets that support the product are at Saraburi province, Chonburi Province, Bangkok Metropolis. As for oversea markets, it has been imported to Italy, Japan, Taiwan and the United States.

4.1.3.2 Financial Status of Communal Products Group

In the study of financial status of communal products group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses

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related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector.

From the study, results finding indicated that pestle communal group had incurred more expenses than income for each production. Production expense per each time cost 71, 490 bahts while the sell is only 36,000 bahts. So, it is obvious that the group has suffered the lost in the production. High production cost was the cost of tools and equipments as well as maintaining cost and depreciation cost of the equipments and packaging as much as 52,740 bahts (see details in Appendix A, Table A-3).

4.1.3.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the readiness and the possibility in the establishment and management of communal enterprise as follows

Table 4-3 The Operation of Pestles Product of Ban Kum Charoen Suk Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	✓	-
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	-	✓
4. Adapted with the knowledge from outside	✓	-
5. The members were more than 7 person	✓	-
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	-	✓
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	-	✓
14. Label or bland name of product belonged their	-	✓

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1) Status of Communal Products Group

From the study of status of communal products group, it was found that the group had registered as jurisdiction person for selling the product. Therefore, group opration is done only for business by having profit as the main motive. The initial investment came from member's contribution to the investment funds as savings. Currently, the group has 30,000 bahts for reserved funds. Each member has never made any loan. So, the group cashflow is very good

At present, there are 18 households as members who get involved in every steps of production. Because the group has no place to co-produce, the members must produce separately and used own labor with tools, such as Motor and Kneading Machine. Group knowledge came from vendor rather than local wisdom, including finding equipment and tools, but the group is also engaged outside knowledge in the production from in following area.

(1) Training on wood lamination from Ubonratchathani

The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

(1) Standard product from the Thai Industrial Standard

(2) Standard OTOP Prooducts 2 stars 2005

As for publicity in of the product, there is the publicity through internet on "thaitambon.com" because the group had received award OTOP award

2) Outside Relationship

This group has joined with other occupational groups as the community network organization, especially with communal products groups at Ban Maipoothong, Kanrai Sub District and Ban Huay Dong, Don King Sub District.

The group received government subsidy for 10,000 to 20,000 bahts from Nikom Lamdomnoi Sub District Administrative Organization.

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3) Problems and Recommendations for Group Operation

The group is now facing the problem in labor shortages which slow down the production and the woods for production has reduced the number. Presently, wooden block is being offered to substitute for the real woods in the price of 2-3 baht each, but the group has not paid any attention to it because it would increase cost of production, not worth investment.

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4.1.4 Dok Kham Broom of Ban Hui Wer Group

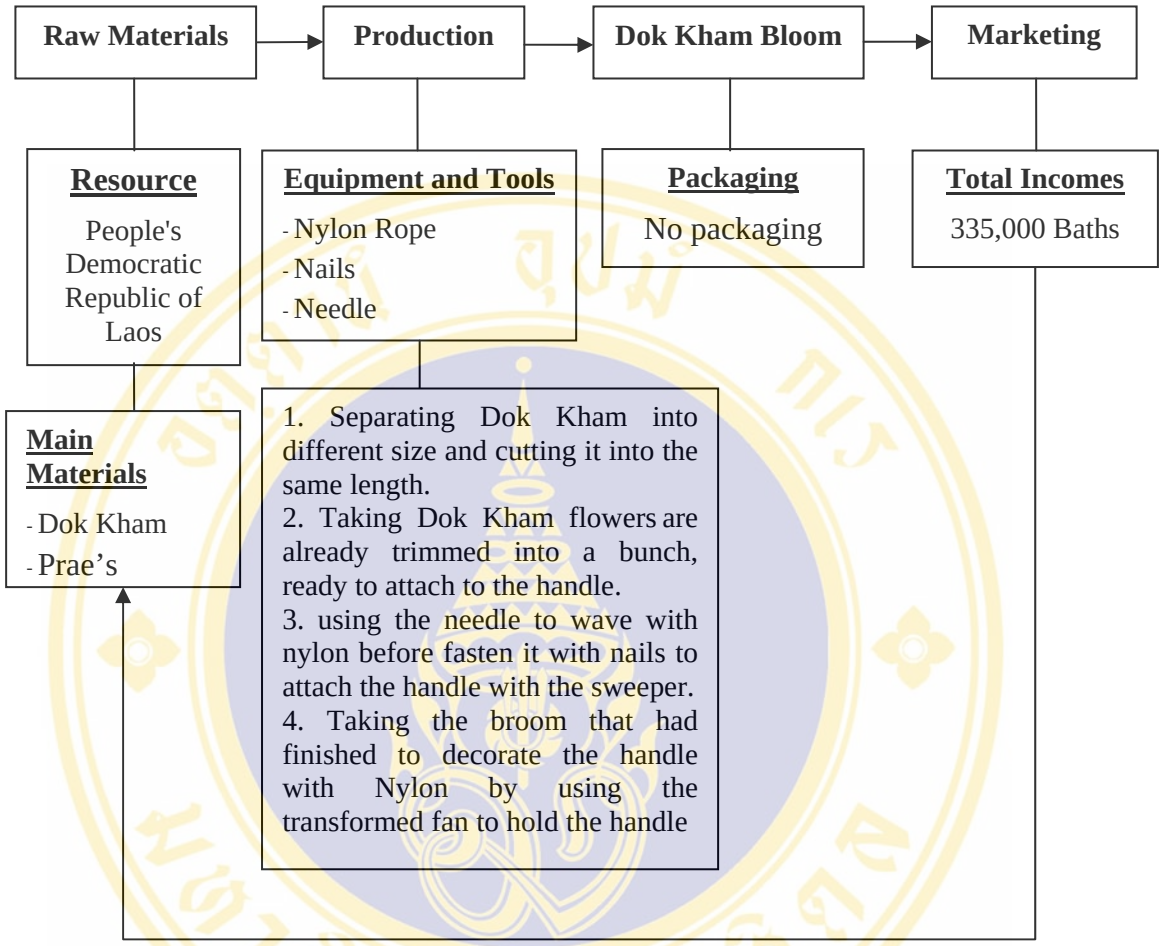

Figure 4-5 Dok Kham Broom Product of Ban Hui Wer Group

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4.1.4.1 Operational Condition of Communal Products Group

Products : Dok Kham Broom

Group Leader : Mr. Samrueng Singdum

Established Year : 1993

Group Member : 44 persons

Location : 100 Moo10, Ban Hui Wer, Kumkaenkaew Sub District, Siridhorn District, Ubonratchathani Province

1) Production Raw Materials

Raw materials for making Dok Kham broom which mainly came from People's Democratic Republic of Laos by transporting through Meg Border Checkpoint are consisted of the following:

(1) Dok Kham used in the production are in varieties, with 30-40 centimeters long for large flower and the small one with the length of 20 centimeters. It is ordered in a bunch with 100 flowers in the bunch and sells the most during February to May.

(2) Prae's Bamboo is the raw materials already made into the handle. The cost is already included the transportation price at 1 baht per handle.

2) Steps for Production

Steps for Production are explained as follows:

(1) Separating Dok Kham into different size, large and small. The large ones are for large brooms and the small ones for the small brooms and later cutting it into the same length.

(2) Tying Dok Kham flowers that are already trimmed into a bunch, ready to attach to the handle.

(3) Taking Dok Kham flowers that are already tied together in a bunch to attach with the handle by using the needle to wave with Nylon before fasten it with nails to attach the handle with the sweeper itself to make it stay when use it to sweep.

(4) Later taking the broom that had finished to decorate the handle with Nylon by using the transformed fan to hold the handle before displaying.

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3) Production Marketing System

All members have participated in the planning and decisions-making in the distribution of product, there is no packaging for Dok Kham Broom. The brooms would be tied together with own label. However, members are afraid that other broom makers may use their labels. So, the group had not invented group label.

Dok Kham Broom is selling both at wholesale and retail level where the products would be graded according to size, large or small, A, B and C grades. Retail sale is depended on each member as selling for household consumption. For the wholesale, it would be gathered and send to the group leader and wait for the vendor to come and buy the product.

Community market that supports the product is the area at the member's house while the product is seeling at the outside market at Varin Chumrab District.

4.1.4.2 Financial Status of Communal Products Group

In the study of financial status of communal products group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector.

From the study, results finding indicated that this group had more expenses than income. Production expense per each time cost 1,939,440 bahts while the sell is only 335,000 bahts. So, it is obvious that the group has suffered huge lost in the production. High production costs are the high cost of raw materials that must be ordered from Laos which also incurred high transportation cost as high as 865, 000 bahts. Besides, the group has carried another expense in the loan from the bank agriculture and agricultural cooperatives for 1,000,000 bahts (see details in Appendix A, Table A-4).

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4.1.4.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the readiness and the possibility in the establishment and management of communal enterprise as follows:

Table 4-4 The Operation of Dok Kham Bloom Product of Ban Hui Wer Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	-	✓
5. The members were more than 7 person	✓	-
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	-	✓
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	✓	-
14. Label or bland name of product belonged their	✓	-

1) Status of Communal Products Group

From the study of status of communal products group, it was found that the group had not been registered as jurisdiction person for selling the product. Part of the initial investment came from member's contribution to the investment funds of 8,000 to 9,000 bahts each while another part 1,000,000 bahts, the group borrowed from the bank of agriculture and agricultural coooperatives by paying 6% interests annually. Currently, the group has no reserved funds.

At present, there are 44 members involved in every steps of production. Because the group has no place to co-produce, the members must produce separately and used own labor without any tools. Knowledge that the group acquired

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from local wisdom has been taught to the group member. The group had not engaged outside knowledge in the production.

The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

(1) Standard product from the Thai Industrial Standard

(2) Standard OTOP Prooducts 5 stars 2005

As for publicity in the product, because the product had received the OTOP award, the group had made many publications, not only through the newspaper, such as, Bangkok and Daily News but also on internet on "thaitambon.com" and also bought air time on the community radio.

2) Outside Relationship

This group has joined with other occupational groups as the community network organization, especially with communal products groups at Ban Suanson, Ban Kum Kaen Kaew, Ban Huasapan, Ban Keereekhet and Ban Huay Wung Loom.

The group received government subsidy for acquiring equipment in the amount of 20,000 bahts from Social Development Center Unit 74 and Funds from Self-Volunteer Group.

3) Problems and Recommendations for the Group Operation

Presently, the group has not encountered any problema, and it has no plan to improve the product because the group is selling the product regularly.

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4.1.5 Yarn Blanket Product of Ban Kam Nam Saeb Group

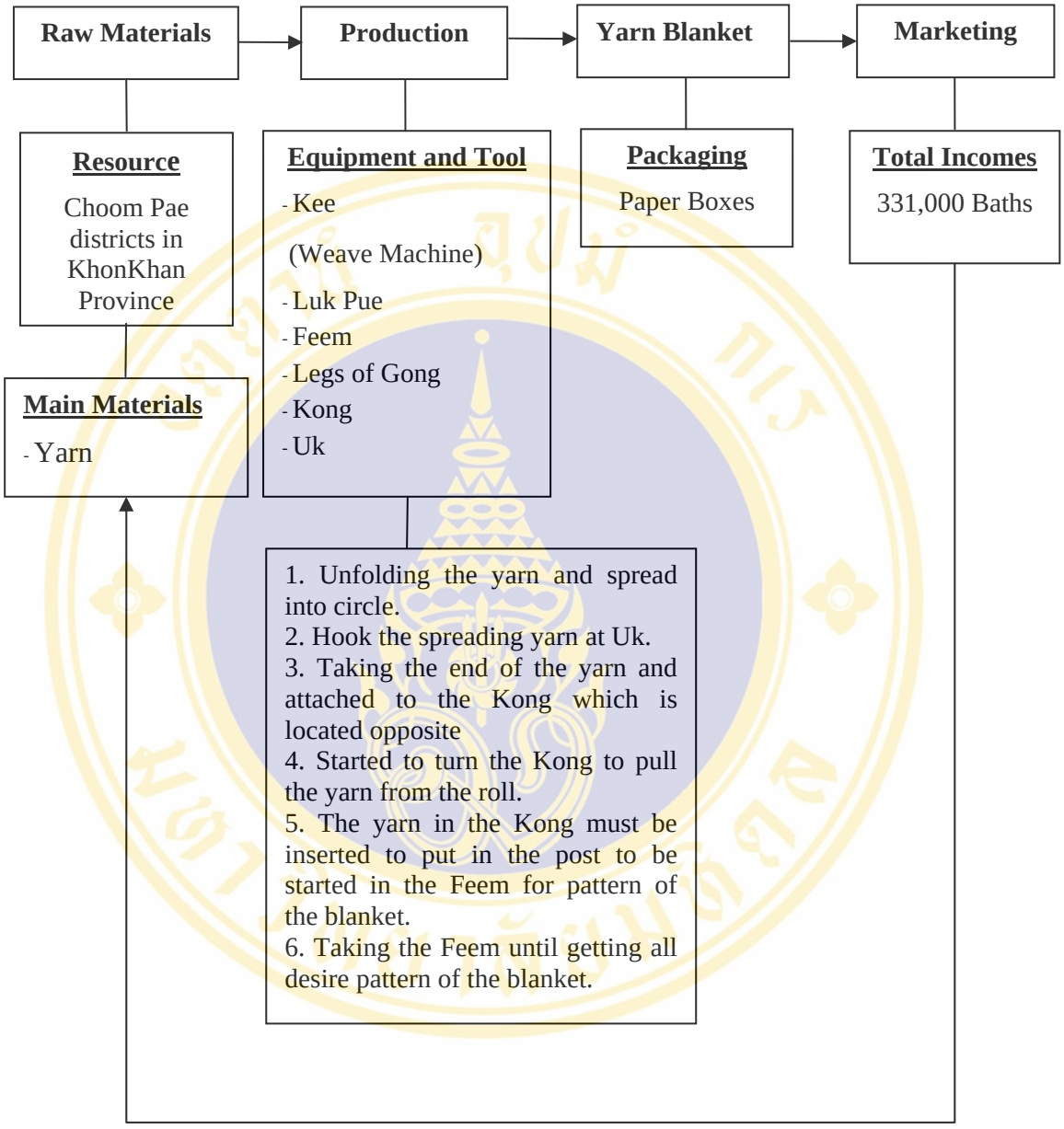

Figure 4-6 Yarn Blanket Product of Ban Kam Nam Saeb Group

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4.1.5.1 Operational Condition of Communal Products Group

Products : Yarn Blanket

Group Leader : Mrs. Maneerut Thahin

Established Year : 1999

Group Member : 30 persons

Location : 17 Moo 7 Ban Kam Nam Saeb, Nikom Lamdomnoi Sub District, Sirinthorn District, Ubonratchathani

1) Production Raw Materials

Important source of raw materials in weaving yarn blanket is at Chunpae District, Khonkaen Province. The main raw material is comprised of:

(1) Yarn which is the raw material acquired from outside community by the Villge Headman would order to sell to the group member in the whole sack of 40-50 kilograms.

2) Production Steps

Yarn blanket only weaves 3 months in the whole year by starting from March to May. The process and production steps from neginning to the finish products are as follows:

(1) Unfolding the yarn and spread into circle and hook the spreading yarn at Uk.

(2) Taking the end of the yarn and attached to the Kong which is located opposite and started to turn the Kong to pull the yarn from the roll to start with the post. For color weaving, it must be folded in 2 Uk because the pattern needs 2 thread rolls.

(3) The yarn in the Kong must be inserted to put in the post to be started in the Feem for pattern of the blanket.

(4) After that taking the Feem until getting all desire pattern of the blanket.

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3) Communal Products Marketing

All members have participated in the planning and decisions-making in the distribution of product, packaging for the yarn blanket in the paper box with own label designed by the department of public welfare.

Yarn Blanket is selling both at wholesale and retail level where the products would be sent to the group leader to be sold to the department of public welfare once a year.

The product is sold at the stores in Kong Jiam District and PaTam Natiuonal Park. Current market that supports the product is the department of public welfare while the community market is the network group that bought the product.

4.1.5.2 Financial Status of Communal Products Group

In the study of financial status of communal products group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector.

From the study, results finding indicated that Ban Kam Nam Saeb had more income than expenses. Production expense per each time cost 220,720 baht but the sale can yield income as high as 331,000 baht which indicated that this group has gained substantial profit from the sale. This is because the product has sold itself so the group can earn a lot from huge sale in each production, as much as 340,000 baht (see details in Appendix A, Table A-5).

4.1.5.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the readiness and the possibility in the establishment and management of communal enterprise as follows:

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Table 4-5 The Operation of Yarn Blanket Product of Ban Kum Nam Saeb Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	✓	-
5. The members were more than 7 person	✓	-
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	✓	
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	✓	-
14. Label or bland name of product belonged their	✓	-

1) Status of Communal Products Group

From the study of status of communal products group, it was found that the group had not registered as jurisdiction person for selling the product.Part of the initial investment came from member's contribution to the investment funds of 2,000 baht as the funds for buying the yarn. Currently, the group has 60,000 baht for reserved funds. Each member borrowed 2,000 baht from Nikom Lamdomnoi Sub District Administrative Organization by paying 1% interest.

At present, there are 44 members involved in every steps of production. Because the group has no place to co-produce, the members must produce separately and used own labor with local tools that had been given by ancestors in the weaving of yarn blanket, such as ancient loom. Knowledge that the group acquired from local wisdom has been taught to the group member. The group had not engaged outside knowledge in the production.

The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

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(1) Standard product from the Thai Industrial Standard

(2) Standard OTOP Prooducts 3 stars in 1999

As for publicity in the product, there is the publicity through internet on “thaitombon.com” since the group had received OTOP award.

2) Outside Relationship

Yarn Blanket Communal Product Group has joined in as part of the community network organization with pickled fish product of Ban Laem Sawan group.

The group received government subsidy for 7,000 baht annually from Nikom Lamdomnoi Sub District Administrative Organization as well as getting products marketing assistance from Social Development Center Unit 74.

3) Problems and Recommendations for Group Operation

The group is now facing the problem in marketing the product because the department of public welfare is the only outlet for the product. The market for distributing the product is difficult to find.

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4.1.6 Hangsae Grass Blossom Broom of Ban Sa Som Group

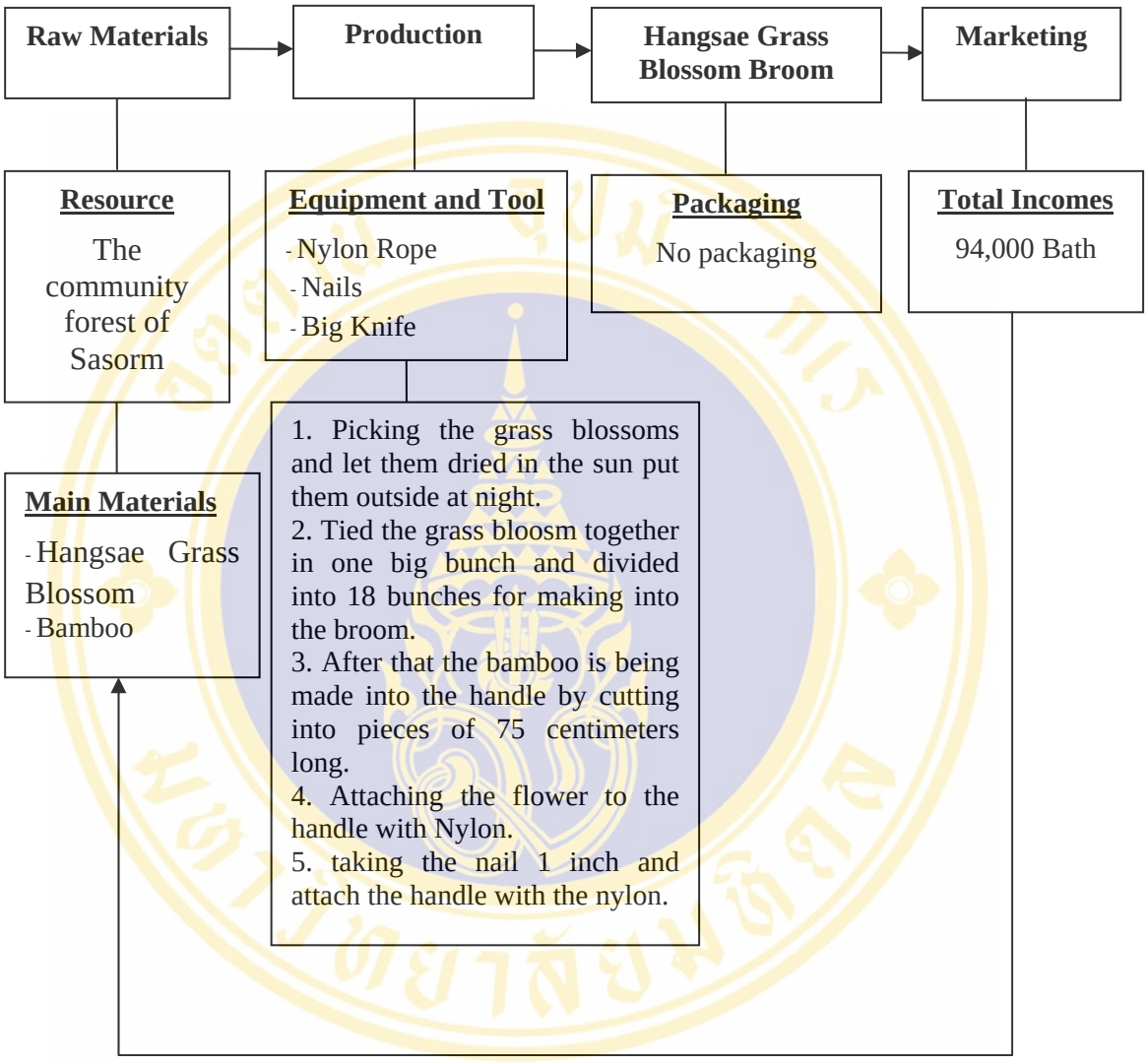

Figure 4-7 Hangsae Grass Blossom Broom of Ban Sa Som Group

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4.1.6.1 Operational Condition of Communal Products Group

Products : Hangsae Grass Blossom Broom

Group Leader : Mr. Paiwan Thongpie

Established Year : 2001

Group Member : 30 persons

Location : 74 Moo 7 Ban Sasorm, Na Poo Klang Sub District, Kong Jiam District, Ubonratchathani Province

1) Production Raw Materials

Raw Materials for production which came from the community forest of Sa Som are consisted of

(1) Hangsae Grass Blossom can be found community forest of Sasorm estimated 6,000 to 10,000 rais.

(2) Bamboo can be found at the community forest also. It is used for making handle of the broom with 1 year ro 3 years olds with the length of 75 centimeters each. 1 stick of Bamboo can make 3 to 6 handles.

2) Production Steps

The making of Hangsae Grass Blossom Broom started after the harvest at September to February for 6 months. The following explanation provides details o the products as follows:

(1) Picking the grass blossoms and let them dried in the sun for 2 days. When they are completely dried, put them outside at night for 1 night to make the grass blossom easy to break.

(2) Tied the grass bloosm together in one big bunch by having 100 grass blossoms for each bunch which can break into small bunch of 20-25. Then divided into 18 bunches for making into the broom.

(3) After that the bamboo is being made into the handle by cutting into pieces of 75 centimeters long.

(4) Attaching the flower to the handle with Nylon, and after that, taking the nail 1 inch and attach the handle with the nylon to make it stay in place.

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3) Communal Products Marketing

All members have participated in the planning and decisions-making in the distribution of product. However, the group has no packaging system. The brooms would be tied together without own label.

Haengsae Grass Blossom Broom is on wholesale level where the products would be sent to the group leader to be sold to the vendor who often bought at the site.

The product is sold at the stores in Kong Jiam District and Pha Tam Natiuonal Park. Current market that supports the product is Piboonmungsaharn Market.

4.1.6.2 Financial Status of Communal Products Group

In the study of financial status of Hangsae Grass Blossom Broom Communal Products Group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy came from the Local Administrative Organization, the government and donation from private sector. Details are being shown as follows with explanation in more details.

From the study, results finding indicated that Hangsae Grass blossom broom communal products group had more income than expenses. Production expense per each time cost 6,835 baht while the sell is as high as 94,000 baht. So, it is obvious that the group has gained sizeable income in the production because of no cost in raw materials and low cost in tools and other materials. Besides, the group had made the sale as much as 70,000 baht (see details in Appendix A, Table A-6).

4.1.6.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the

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readiness and the possibility in the establishment and management of communal enterprise as follows:

Table 4-6 The Operation of Hangsae Grass Blossom Broom Product of Ban Sa Som Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	✓	-
5. The members were more than 7 person	✓	
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	-	✓
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	-	✓
14. Label or bland name of product belonged their	-	✓

1) Status of Communal Group

From the study of status of communal products group, it was found that the group had not registered as jurisdiction person for selling the product. Part of the initial investment came from member's contribution to the investment funds of 2,500 baht. The current reserved fund is at 2,000 baht.

At present, there are 30 members involved in every steps of production. Because the group has no place to co-produce, the members must produce separately and used own labor with knowledge that had been given by ancestors in the making Hangsae Grass Blossom broom and without any equipments. Knowledge that the group acquired from local wisdom by first making the product for household

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consumption, but used only the blossom tied together until becoming the broom which required many blossoms and making only few brooms at a time. After having studied and teacher assistance, the group had adapted the knowledge in the production. Therefore, the group had not engaged outside knowledge in the production at the present time.

The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

(1) Standard product from the Thai Industrial Standard

As for publicity in the product, there is not any because the group had not received any award. The production is for self-support and minor sale.

2) Outside Relationship

This group has not joined with other occupational groups as the community network organization. The group received the support from the government and Phantanaluk foundation, Na Poklang Sub District Administrative Organization and Ubonratchathani Forestry Office.

3) Problems and Recommendations for Group Operation

The group had encountered the problem in storing bamboo because of termites which made it diificult to store bamboo for long time. However, the group had tried to solve the problem by roasting bamboo before storing which did not help that much.

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4.1.7 Bamboo Rice Container Products of Ban Ta Long

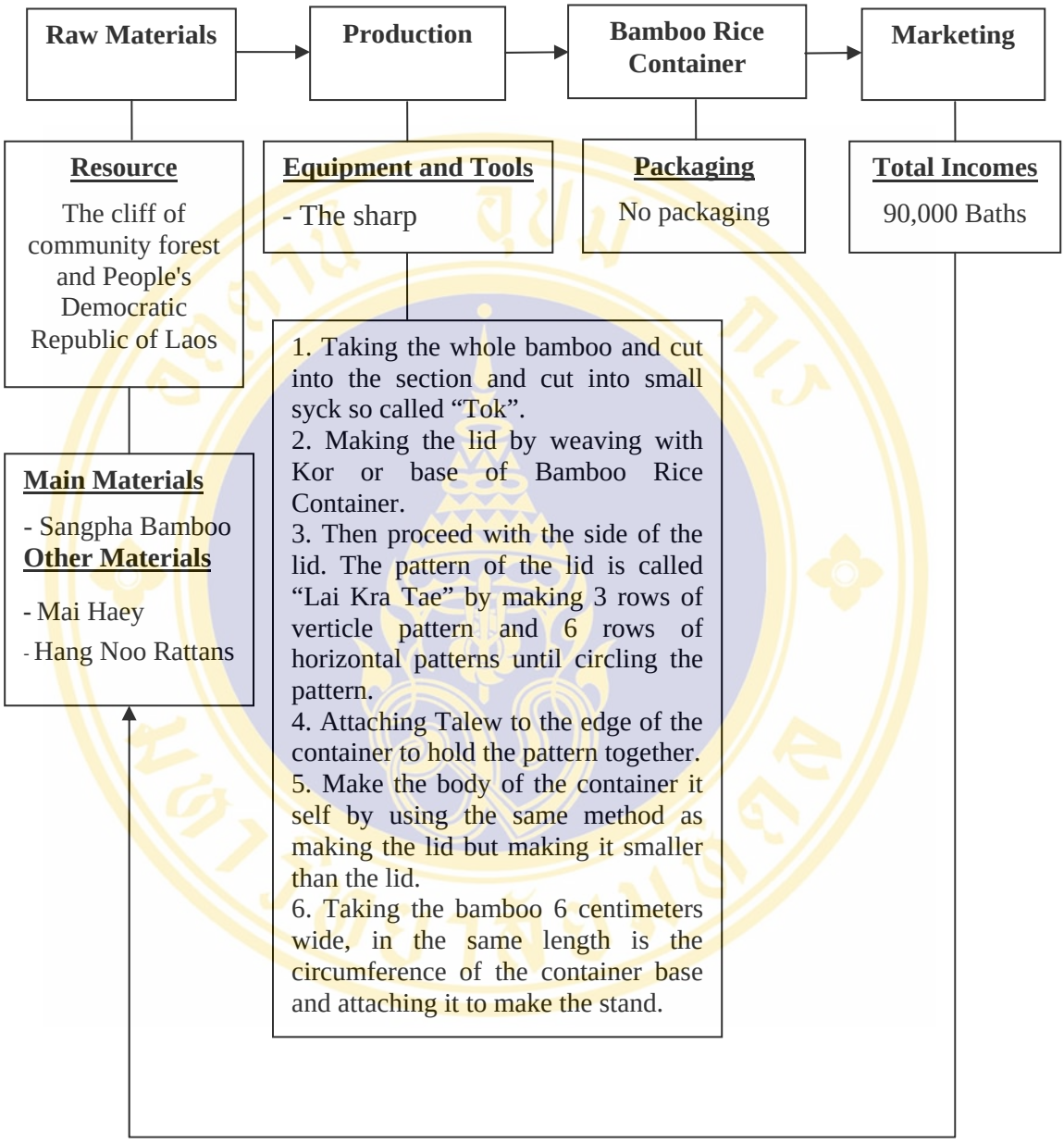

Figure 4-8 Bamboo Rice Container Products of Ban Ta Long

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4.1.7.1 Operational Condition of Communal Products Group

Products : Bamboo Rice Container

Group Leader : Mr. Saisamorn Lakornwong

Established Year : 2000

Group Member : 37 members

Location : Moo 5, Ban Ta Long, Huaypai Sub District, Kong Jiam District, Ubonratchathani Province

1) Production Raw Materials

Raw materials for making the product mainly came from the cliff of the community forest and People's Democratic Republic of Laos. Raw materials are consisted of the following:

(1) Sangpha Bamboo which is the smooth bamboo with solid green color estimated 1 year by observing at the length of the bamboo estimated 40-50 centimeters with 7 segments. Each bamboo rice container would use bamboo around 6 sections in a month and another bamboo “Sangpha” estimated 50 them for weaving by making into small stick, 1 section of bamboo can make about 100 sticks together.

(2) Mai Haey is in the bamboo family for making the base of the container, in 1 month, 5 to 10 bamboo stick would be cut into section and 1 section can be made into 2-3 base containers. Each one is 6-7 centimeters wide and the length is equal to the circumference of each container.

(3) Hang Noo rattan used for binding the stick and then attach with the lid and the based of the container

2) Production Process

Details of the process are as follows:

(1) Taking the whole bamboo and cut into the section and cut into small syck so called “Tok”. One section can be made into 100 Toks. For 1 container, 6 sections of bamboo would be used.

(2) Weaving container of Ta Long village starts from making the lid by weaving with Kor or base of Bamboo Rice Container. Then proceed with the side of the lid. The pattern of the lid is called “Lai Kra Tae” which is consisted of

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vertical and horizontal patterns by making 3 rows of verticle pattern and 6 rows of horizontal patterns until circling the pattern. Weaving 1 container uses 5-6 horizonal rows.

(3) After weaving the side of container to reach the desire height, attaching Talew to the edge of the container to hold the pattern together.

(4) Taking Hang Noo rattan that fold with the bamboo stick to attach in circle with the base of the container lid for decoration. After that, punching the sharp needle through the side of the container, this is to make whole ti insert the handle.

(5) After getting the lid of the container, the next step is to make the body of the container it self by using the same method as making the lid but making it smaller than the lid.

(6) When the body of the container is done, taking the bamboo 6 centimeters wide, in the same length is the circumference of the container base and attaching it to make the stand.

3) Products Marketing System

All members have participated in the planning and decisions-making in the distribution of product. However, the group has no packaging and own label.

Bamboo rice container is on sale for both wholesale and retails by each owner distributing own product. The product is sold at the stores in Kong Jiam District and PaTam National Park.

4.1.7.2 Financial Status of Communal Products Group

In the study of financial status of Communal Products Group, indicating factors for the group success or failure in the operation can be judged from the income and expenses of the group. These lists are consisted with investment cost, raw materials cost, equipment cost, marketing cost, community welfare cost and expenses related to facilities, utilities and taxes. As for income, it has come mainly from the sell of products both retails and wholesales. Other income, such as subsidy

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came from the Local Administrative Organization, the government and donation from private sector with explanation in more details.

From the study, results finding indicated that Bamboo rice container group has made more income than expense in each production. Production expense per each time cost 80,245 baht while the sell is 90,000 baht. So, it is indicated slight profit even though onky 9,755 baht. This has resulted from low cost of raw materials which can be found locally. Only few supplementary raw materials were purchased for the production, but only in low quantity. However, another group investment cost is in theloan from Huay Pai Sub District Organization for 74, 000 baht which reduced the group profit (see details in Appendix A, Table A-7).

4.1.7.3 Operational Condition of Communal Products Group

The study of operational condition of communal products group which revealed success and failure of the group operation was subjected for analysis of the readiness and the possibility in the establishment and management of communal enterprise as follows

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Table 4-7 The Operation Bamboo Rice Container Product of Ban Ta Long Group

The Operation of Communal Product Group	Yes	No
1. Registered as jurisdiction person	-	✓
2. The member's contribution for production	✓	-
3. Source of knowledge was local wisdom	✓	-
4. Adapted with the knowledge from outside	✓	-
5. The members were more than 7 person	✓	
6. Participation on operation	✓	-
7. Saving Deposit of Group	✓	-
8. Debt of Group	-	✓
9. Key factors guarantee for the communal products	✓	-
10. As for publicity in the product	✓	-
11. Improve the dominant characteristics of their product	-	✓
12. The cooperation with the public and private sector	✓	-
13. The allies' network of communal product group	-	✓
14. Label or bland name of product belonged their	-	✓

1) Status of Communal Group

From the study of status of communal products group, it was found that the group had not registered as jurisdiction person for selling the product. Part of the initial investment came from the support of Huay Pai Sub District Administrative Organization for 20,000 baht. The current reserved fund is at 20,000 baht. Members borrowed 2,000 baht each from Huay Pai Sub District Administrative Organization.

At present, there are 37 members involved in every steps of production. Because the group has no place to co-produce, the members must produce separately and used own labor without any equipments. Knowledge came from local wisdom that had been passed from one generation to another, starting from household consumption to selling commercially. The group adapted knowledge from outside in the production, mainly in the following areas:

(1) Training on the developing design of the product from Ubonratchathani University

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(2) Training on joining groups from Kong Jiam Community Development and Kong Jiam District Agriculture

The current product certification in product's quality is also the company strength in its operation. The certification came from the organization, such as:

(1) Standard OTOP Products 5 stars 2005

As for publicity in the product, because the product had received the OTOP award, the group had made many publications, not only through Channel 11 in the television, but also on internet on "thaitambon.com" as well as on air in the Communication Broadcast Radio show.

2) Outside Relationship

Bamboo rice container products group has joined in as part of the community network organization with Ban Kum Weaving group, Tung Namuang Weaving group and Ban Wang Mai Broom Maker group.

The group received government assistance in marketing the product from Kong Jiam Center of Community Development.

3) Problems and Recommendations for Group Operation

Currently, the group had encountered the problem in product's quality lower than the standard because the member each produced own product. They are not willing to get together to produce as the group production at the production center.

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4.2 Communal Products Management System Analysis Based on the Operation of Communal Enterprise

The Communal Products Management System Analysis had invoved the study of crucial factors in financial investment funds, production materials, marketing, personnel, leader and organization management which should affect the strength of the communal products. Results of the study are compared and shown in the following table.

Table 4-8 Management Checklists on Operational Factors of Communal Products Group

Relevant Factor in Mangement	Communal Products						
	Fermented Fish	Can Bamboo Sheet	Pestle	Dock Kham Broom	Yarn Blanket	Hangsae Grass Blossom Broom	Bamboo Rice Container
1. Financial Investment Funds							
1.1 Investment contribution from members	×	✓	✓	✓	✓	✓	×
1.2 Group current reserved investment funds	×	×	✓	✓	✓	✓	✓
1.3 Currently Debt-free	✓	×	✓	×	×	✓	×
2. Non-financial Investment Funds							
2.1 Source of knowledge came from local wisdom	✓	✓	×	✓	✓	✓	✓
2.2 Adapted with outside knowledge	✓	×	✓	×	✓	×	✓
2.2 Labor from community members	✓	✓	✓	✓	✓	✓	✓
3. Production Materials							
3.1 Raw materials available locally	✓	×	×	×	×	✓	✓
3.2 Application of technology in local production	×	✓	×	✓	✓	✓	✓
3.3 Having own packaging facility	✓	✓	✓	×	✓	×	×
4. Marketing							
4.1 Gathering group for products distribution	✓	×	✓	✓	✓	✓	×
4.2 Having definte outlet	✓	✓	✓	✓	✓	✓	✓

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Table 4-8 Management Checklists on Operational Factors of Communal Products Group (continued)

Relevant Factor in Mangement	Communal Products						
	Fermented Fish	Can Bamboo Sheet	Pestle	Dock Kham Broom	Yarn Blanket	Hangsae Grass Blossom	Bamboo Rice Container
4.3 Publicity for group products	✓	×	✓	✓	✓	×	✓
4.4 Labeling group products	✓	×	×	✓	✓	×	×
5. Personnel							
5.1 Memebers participation in every steps	✓	✓	✓	✓	✓	✓	✓
6. Leader							
6.1 Accepted by members	✓	✓	✓	✓	✓	✓	✓
6.2 Ability to motivate members	✓	✓	✓	✓	✓	✓	✓
7. Organization Management							
7.1 Work Division	×	×	✓	✓	✓	✓	✓
7.2 Networking with other Communal Products Group	✓	×	✓	✓	✓	×	✓
7.3 Cooperation between public and private sectors	✓	✓	✓	✓	✓	✓	✓

From Table 4-8, in the area of financial investment funds**,** results indicated that there was no investment contribution from the members in the production of pickled fish product of Ban Laem Sawan group and bamboo rice container product of Ban Ta Long group. Moreover, few groups had borrowed money for production. These groups are consisted of can bamboo shoot product of Ban Ta Mui group, Dok Kham broom product of Ban Hui Wer group, yarn blanket product of Ban Kum Nam Saeb group and bamboo rice container product of Ban Ta Long group. The groups, such as pickled fish product of Ban Laem Sawan group and can bamboo shoot product of Ban Ta Mui group had no reserved fund for smooth cashflow. As for management, in non-financial investment area, findings indicated that only pestle product of Ban Kum Charoen Suk group had not applied local wisdom in the

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communal production. The groups without adapting knowledge from outside to mix with community knowledge in the communal production are can bamboo shoot product of Ban Ta Mui group, Dok Kham broom product of Ban Hui Wer group and Hangsae grass blossom broom product of Ban Sa Som group. As for production, all members of every group put in their own labor for group production.

As for production materials, findings indicated that pickled fish product of Ban Laem Sawan group, Hangsae grass blossom broom product of Ban Sa Som group and bamboo rice container product of Ban Ta Long group used raw materials available within the community. However, pickled fish product of Ban Laem Sawan group and pestle product of Ban Kum Charoen Suk group had not applied local technology in the production of communal products. Moreover, Dok Kham broom product of Ban Hui Wer group and Hangsae grass blossom broom product of Ban Sa Som group as well as bamboo rice container product of Ban Ta Long group had not packaged own products.

As for marketing, findings indicated that there was no group effort to sell the product. These groups are consisted of can bamboo shoot Product of Ban Ta Mui group and bamboo rice container product of Ban Ta Long group. As for marketing outlet, every group has found own market to distribute product. In the publicity area, groups without publicity are consisted of, can bamboo shoot product of Ban Ta Mui group and Hangsae grass blossom broom product of Ban Sa Som group. Moreover, groups such as pickled fish product of Ban Laem Sawan group, Dok Kham broom product of Ban Hui Wer group and yarn blanket product of Ban Kum Nam Saeb group had invented their own labels. As for personnel, all members participated in all steps of the operation.

As for leader, findings indicated that all leaders of all communal products groups had been accepted by members in the group and they played important roles in motivating members to participate in every group's operation. As for organization management, findings indicated that pickled fish product of Ban Laem Sawan group and can bamboo shoot product of Ban Ta Mui group had not divided tasks among group members. Also, can bamboo shoot Product of Ban Ta Mui group and Hangsae grass blossom broom product of Ban Sa Som group had not joined any network. In cooperation with the public and private sectors, all communal groups

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had gibe their cooperation, but doing more between each group and the government in financial, raw materials and tools.

4.3 Studying and Analyzing Consumers of Communal Products

Result of stusy of the satisfaction of communal product customer in Ubonrachathani province for 36 persons. The researcher has presented the resut of study with 4 sub-units as follows:

4.3.1 General data of communal product consumers

4.3.2 Behavior of communal product consumers

4.3.3 The factors of decistion to buying communal products

4.3.4 SWOT analysis of communal products in Ubonratchthani Province

4.3.1 General Data of Communal Product Consumers

General data of 36 persons, who are communal product consumers, can separate following sex, age, level of education, status of married, occupation, income per month, domicile (Table 4-9).

Table 4-9 General Data of Communal Product Consumers

Sex	**Quantity**	**Percent**
Meal	9	25.0
Femeal	27	75.0
Total	36	100.0
Age	**Quantity**	**Percent**
14-12 years old	1	2.8
15-17 years old	2	5.6
18-49 years old	27	75.0

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Table 4-9 General Data of Communal Product Consumers (continued)

50-60 years old	6	16.7
More than 60 years old	0	0.0
Total	**36**	**100**
Education	**Quantity**	**Percent**
Not studied	0	0.0
Primary education	1	2.8
Secondary education	2	5.6
Senior high school (Ordinary)	3	8.3
Senior high school (Technical)	0	0.0
Higher education	3	8.3
Bachelor degree	27	75.0
Higher than bachelor degree	0	0.0
Total	**36**	**100**
Status of married	**Quantity**	**Percent**
Single	30	83.3
Married	5	13.9
Divorced	1	2.8
Not stay together	0	0.0
Widow	0	0.0
Total	**36**	**100**
Occupation	**Quantity**	**Percent**
Farmer	1	2.8
Fishermen	0	0.0
Fruit gardeners	0	0.0
Agriculturist	0	0.0
Domesticate animals farmer	0	0.0
Trade	4	11.1
Employee	3	8.3
Business	5	13.9
Company officer / private organization	3	8.3

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Table 4-9 General Data of Communal Product Consumers (continued)

Government servant / State Enterprises officer	11	30.6
Others (Student)	9	25
Total	**36**	**100**
Income per month	**Quantity**	**Percent**
Less than 5,000 bath	9	25.0
5,000 – 10,000 bath	7	19.4
10,001 – 15,000 bath	14	38.9
15,001 – 20,000 bath	5	13.9
More than 20,000 บาท bath	1	2.8
Total	**36**	**100.0**
Domicile	**Quantity**	**Percent**
Ubonratchathani	24	66.7
Other province	12	33.3
Total	**36**	**100**

Table 4-9 showed most of communal product consumers, 75 percents are femeal and only 25 percents are male. Most of communal product consumers, 75 percents are 18-49 years old. Level of education of most communal product consumers, 75 percents is bachelor degree. 30.6 percents of communal product consumers are government servant and state enterprises officer. 38.9 percents of communal product consumers have 10,001-15,000 baht incomes per month. Most of communal product consumers, 66.7 percents are domicile in Ubonratchathani

4.3.2 Behavior of Communal Product Consumers

Studied the behavior of souvenir consumers consist of main objective of buying the product, kind of buying product, value of product, place, data source of product, frequency of buying the product and the most often product with they buy follow as table 4-10.

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Table 4-10 Behavior of Communal Product Consumers

Main objective of buying the product (Can answer more than one)	**Quantity**	**Percent**
To dress their house	10	27.8
To give someone	27	75.0
For collection	14	38.9
Other	3	8.3
Total	**54**	**150**
Kind of buying product (Can answer more than one)	**Quantity**	**Percent**
Food	10	27.8
Drink	10	27.8
Clothing	22	61.1
Decorations	15	41.7
Souvenir	13	36.1
Herbs	11	30.6
Total	**81**	**224.5**
Value of product	**Quantity**	**Percent**
Less than 1,000 bath	25	69.4
1,000-5,000 bath	11	30.6
5,001-10,000 bath	0	0.0
More than10,000 bath	0	0.0
Total	**36**	**100.0**
Place (Can answer more than one)	**Quantity**	**Percent**
Factory	12	33.3
Department store	19	52.8
Expo of product	23	63.9
Other	3	8.3
Total	**57**	**158.3**

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Table 4-10 Behavior of Communal Product Consumers (continued)

Data source of product (Can answer more than one)	**Quantity**	**Percent**
hearsay from a person knows	21	58.3
Internet	9	25.0
Television	5	13.9
advertise a newspaper/a magazine/sign	15	41.7
Other	3	8.3
Total	**53**	**147.2**
Frequency of buying the product	**Quantity**	**Percent**
Every week	5	13.9
Every month	19	52.8
Every year	3	8.3
many year time	2	5.6
Total	**36**	**100.0**
The most often products that the consumers buy	**Quantity**	**Percent**
Clothing	23	63.9
Decorations	14	38.9
Postcard	11	30.6
Total	**48**	**133.4**

Table 4-10 showed most of buyer, 75 percents of consumers buy the products to give someone. 61.1 percent of the products are clothing and their value is less than 1,000 bath about 69.4 percents. 63.9 percents of the consumer buy the products from expo of product. 58.3 percents of the consumer hearsay from a person knows. 52.8 percents of the consumer buy the products every month. Three products that the consumers often choosed, the first is clothing, second is decorations, third is postcard.

4.3.3 The Factors that Influential the Decision Making to Buy the Communal Product

Studied the factors that influential the making decision to the buy communal product consist of product factors, personal factors and anything factors follow as table 4-11.

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Table 4-11 The Factors that Influential the Decision Making to Buy the Communal Product

	Factor	Importance	Meaning
1	Especial local identity	4.17	Very importance
2	The local wisdom product supporting	4.17	Very importance
3	Supporting Thai business	4.00	Very importance
4	Well know product (get 3-5 stars)	3.83	Medium importance
5	Inherit the culture and the original tradition	3.83	Very importance
6	New abnormality of the products	3.67	Very importance
7	The inexpensive price and appropriate the quality of product	3.58	Very importance
8	The place where sale product can travel appreciates easy	3.58	Very importance
9	Satisfied the format of product	3.58	Very importance
10	Product have both variety of color and size	3.50	Very importance
11	Good quality	3.42	Medium importance
12	Characteristics of packaging	3.33	Medium importance
13	Reduction of product price	3.33	Medium importance

Note: weight sore
The Most importance score 4.3 – 5.0
Very importance score 3.5 – 4.2
Medium importance score 2.7 – 3.4
Less importance score 1.9 – 2.6
The least importance score 1.0 – 1.8

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Table 4-11 showed the factors that influential the decision making to buy the communal product. The consumers think of especialy local identity factor of communal product and the local wisdom product supporting factor equally for the decision making to buy the communal product in Ubonratchathani, 4.17 is its average score. The second factor is supporting Thai business, 4.00 is its average score. Characteristics of packaging factor and reduction of product price factor are the least importance for decision making to buy the communal product, 3.33 is its average score.

Table 4-12 The Factors from External Eerson that Influential the Making Decision to Buy Product

	Factors	Importance	Meaning
1	Trend of local wisdom	3.75	1
2	Know person, friends	3.58	2
3	Received person	3.58	3
4	Member of family	3.42	4
5	Advertise	3.42	5
6	The shopkeeper, receptionist	3.33	6

Note: weight sore The Most importance score 4.3 – 5.0
Very importance score 3.5 – 4.2
Medium importance score 2.7 – 3.4
Less importance score 1.9 – 2.6
The least importance score 1.0 – 1.8

Table 4-12 showed trend of local wisdom is the most influential the making decision to buy product, 3.75 is its average score. The shopkeeper, receptionist factor is the least importance for decision making to buy the communal product, 3.33 is its average score.

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4.3.4 Strengths, Weaknesses, Opportunities and Threats of Communal Product in Ubonratchthani Province (SWOT Analysis)

Studied strength and weaknesses of the suvenirin Ubonratchthani province using rearrage the importance factors of the consumers, that are especial local identity, good quality, the inexpensive price and appropriate the quality of product, product have both variety of color and size, new abnormality of the products and satisfied the format of product. Studied opportunities and threats, studied trends for developed the products to be the market requirement following the table.

Table 4-13 Level of Strengths of Product in Ubonratchathani Province

Number	Factors	Score
1	Especial local identity	72
2	Good quality	45
3	The inexpensive price and appropriate the quality of product	39
4	Product have both variety of color and size	30
5	New abnormality of the products	12
6	Satisfied the format of product	3
7	Other	3

Note: standard for importance score: Level 1 get 3 score
Level 2 get 2 score
Level 3 get 1 score

Table 4-13 showed the consumers think the strengths that make communal product in Ubonratchathanee province can compete with another product arranging by the importance follow as first, especial local identity, second, good quality and third, the inexpensive price and appropriate the quality of product respectively.

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Table 4-14 Weaknesses of Product in Ubonratchathani Province

Number	Factors	Score
1	No have new abnormality of the products	69
2	Product have not both variety of color and size	48
3	Expensive price	30
4	Not elaboration	30
5	No have especial local identity	21
6	Material have not good quality	18
7	Other	0

Note: standard for importance score: Level 1 get 3 score
Level 2 get 2 score
Level 3 get 1 score

Table 4-14 showed the consumers think the weaknesses that make communal product in Ubonratchathani province can not compete with another product arranging by the importance follow as first is no have new abnormality of the products, second is product have not both variety of color and size and third are expensive price and elaboration respectively.

Table 4-15 Opportunities of Product in Ubonratchathani Province

Opportunity	Quantity	Percent
1. The quality, easily buy and the inexpensive price of product	19	52.8
2. Variety, strange have local identity of product	13	36.1
3. Good public relations	7	19.4
Total	**39**	**108.3**

Table 4-15 showed showed the consumers think the opportunities that make communal product in Ubonratchathani province can compete with another product arranging by the importance follow as first, the quality, easily buy and the inexpensive price of product, second, variety, strange have local identity of product and third, good public relations respectively.

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Table 4-16 Threats of Product in Ubonratchathani Province

Trouble	Quantity	Percent
1. Not variety and strange	15	41.7
2. Not elaboration, not interest of product	12	33.3
3. Not good public relations	7	19.4
Total	**34**	**94.4**

Table 4-16 showed the consumers think the threats that make communal product in Ubonratchathani province can not compete with another product arranging by the importance follow as first is not variety and strange, second is not elaboration, not interest of product and third is not good public relations respectively.

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CHAPTER V
DISCUSSION

Study on management system of communal enterprise: Ubonratchathani province, the target area were Nikom Lamdomnoi sub district and perimeter of Nikom Lamdomnoi. The objective was to study on management system of communal enterprise. The results of this study may be useful for other locations to adapt to their own model. This quality research was concentrated in a detail of study population for enhanced deepest understanding about population (Suchat Prasitrattasinth, 2001: 28). Quality research is concentrated into ground work is selected smaller population than other type because of it was not a survey research. Study population is community more than personal study otherwise personal study might lead to sight effect as a member of community (Akin Rapepat, 1993: 3). According to procedure that shown in result from discerning interview of major and minor producer members in study were Nikom Lamdomoi sub district and perimeter of Nikom Lamdomnoi that would shown as follow:

5.1 Community Product Manufacturing

5.1.1 Raw materials, Instruments and Appliances Managements

By the observation of raw materials used in community manufacturing found that each group would have both advantage and disadvantage regarding to source of raw material, that was, communal products which have their own raw material in community would take advantage concerning to principle of raw material and freight. Those mean the communities which have their own raw material could not have to pay for raw material while might have to pay for freight that was scanty amount. These communities have disadvantage regarding to source of raw material in order to amount of raw materials would have not enough for manufacturing to meet

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market satisfied. Obviously seen in Hangsae grass blossom broom product of Ban Sa Som. The main raw materials were Hangsae grass blossom and Sangpha Bamboo. These were raw material that could find in community forest cause to zero principle but it might have some of freight such as gasoline. According to community raw material used caused to the benefit from sale as well as bamboo rice container product of Ban Ta Long, another kind of community raw material used from cliff in community area for weaving bamboo rice container, even though some additional raw materials have to buy in small amount. For the other production group found that the major raw material brought from outside community i.e. up-country and/or People's Republic of Laos which caused freight costly.

By the studied of community enterprise format of Saree Pongpit (2001: 2) and Narong Petchprasert (2002: 67-69) found that the development of community enterprise products was an activity came by developing of community and folk wisdom, used community principle that was not totally a money, it could compile of knowledge, intellect, resource, wealth and community social principles regarding to developing community products. By estimating of raw material acquired denoted that the most of community products processing depended on raw material from outside community and that could not developed their own product from available raw materials. Nevertheless, some of community could produced for fulfill the market satisfied. Otherwise, these communities could also have to pay more for raw material principle and freight costs.

Observation of instruments and appliances in community product manufacturing in each community there has a different technology used. The majority of community products used instruments and appliances that inherit from ancestor, some of community adapted up to date but still reserved type and format of instruments and appliances. The most instruments and appliances need to have skill and proficiency of producer. Hence, community product still reserved their unique. Nevertheless, some of communities used new technology enhanced manufacturing, producing more quantity but the used of technology in production caused higher instruments and appliances principles and also maintenance cost. Pestle product of Ban Kum Charoen Suk group was the example of community that used of lathe and moon-shape saw that connected to the motor for processing. It brought to large

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amount of production as well as high cost of instruments and appliances principles and maintenance because of there have to change spare parts and mended instruments and appliance.

The appropriate technology for environmental in Thailand as Nat Tunvirut (1979) said that it was tried to use the production factors available in community as much as. The appropriate technology endeavored non-renewable resource spared. Furthermore, the appropriate technology could make an income and honestly in sociality. Promoting an independently and interested works and considered small-sized and low investing. The appropriate technology should produce less pollution and side-effect to the environmental. Moreover, Prakorb Rittakit (1989) explained feature of community appropriate technology as 4 majors, there were low principle and management cost. Have to use more labor intensive than instruments for prevention of error in processing. In complicated processing, the instruments should have small size, the manufacturing is appropriate to used, cultural and pathway in community. The instrument should easy and uncomplicated to used and easy to maintain because people have limited knowledge and skill. From evaluating of instruments and appliances found that the most of them still used instruments and appliances from intellect. That was the appropriate technology for the own community products.

5.1.2 Step and Procedure of Community Products Manufacturing

From step and procedure of producing community products in studied area found that 6 production communities; pickled fish product of Ban Laem Sawan group, Dok Kham bloom product of Ban Hui Wer group, yarn product of Ban Kum Nam Saeb group, can bamboo shoot product of Ban Ta Mui group, Hangsae grass blossom broom product of Ban Sa Som group and bamboo rice container product of Ban Ta Long group. There reserved their own traditional production from ancestor and the procedures were not complicated, easy to understand, emphasized priority labor used that need skill and proficiency of producer. The sources of knowledge were from ancestor and some of training activities. Each step still reserved their unique such as pestle product of Ban Kum Charoen Suk group. Beyond the study found that

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the step and procedure of this group was not brought from ancestor whereas it caused by one merchant in who sale mortar contracted community for producing the products and passed on the technique including find out raw material, instruments and facilities until proficiently. At the present, the format of pestle product of Ban Kum Charoen Suk group production of emphasized on quantity more that usefulness that highlight in uniquely by they wisdom. Hence, there haven't adjusted their own product.

5.1.3 The Marketing of Community Products

From the study found that the pattern of product sale in study area has 2 kinds; retail-sale and hold-sale. The important of marketing management in community was assembled in order to sale the products. The member of production group should have activity regarding to express their comment and decision about marketing in between group to empowering to bargain with middleman. The production groups that have the pattern as said above in studied area were 5 groups. There were pickled fish product of Ban Laem Sawan group, pestle product of Ban Kum Charoen Suk group, Dok Kham bloom product of Ban Hui Wer group, yarn product of Ban Kum Nam Saeb group and Hangsae grass blossom broom product of Ban Sa Som group. These groups have brought together products to the leader then sale to retail merchant or forwarded to supporting market. Another 2 groups were can bamboo shoot product of Ban Ta Mui group and bamboo rice container product of Ban Ta Long group. The sale were separated upon each producer, haven't brought to the leader caused to no powering in order to bargain the middleman.

The management of packaging and labeling in group found that in studied area, mostly no packaging and labeling by their own. There have only 2 groups that have packaging and labeling; pickled fish product of Ban Laem Sawan and yarn product of Ban Kum Nam Saeb group. The attractive packaging fascinated buyer to look and buy. Moreover, labeling enhanced the buyer confident as good as standard quality.

5.2 Financial Situation of Community Product

By the study of the financial of community product found that the lose money group from production and sale have 3 groups; pickled fish product of Ban Laem

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Sawan and pestle product of Ban Kum Charoen Suk group. The reason was the high cost of technology used caused to higher principle. For Dok Kham bloom product of Ban Hui Wer group, lose money because of high cost of raw material and freight that bought from People's Republic of Laos, no matter, the production procedure was not complicated and can sale a lot of product while raw material factor caused lose money in group. Other 4 groups denoted that the financial were good, resulted by profit. The group that have profit by production was yarn product of Ban Kum Nam Saeb group, even though the cost of raw material was high while they could reduced the cost of instruments and appliances and certainly market target brought to group could sell more products. Can bamboo shoot product of Ban Ta Mui group has raw material source closed to the community and used they wisdom to production which could reduced expenses regarding to high profit. For Hangsae grass blossom broom product of Ban Sa Som group which used the main raw material in community made to no principle or only a little bit in instruments and appliances. In addition, the have labor intensive and supporting market brought to profit. And bamboo rice container product of Ban Ta Long group was also had a profit because of haven't got principle even though there have some expenses in decorating product which used in small amount.

5.3 Procedure Situation of Communal Product

5.3.1 Identification of Community Production Group

The financial factor or funding that indicate the success and fail in running business of Narong Petchprasert (1999: 124-138) said that the economic activity which used their own money, no dept, have not to pay interest regarding to higher chance to be successful in running a business. Referring to community, money to run a business could earned among member in community, have not loaned from outside which made to liquidity of circulate funding. It denoted that rely on loaning express that economic could not rely on them. By the studied of community product figured that the community group have not gathered fund and have not got accumulate fund. at the present pickled fish product have some of funding by gathered from the member in community while there still haven't got accumulated fund which was the major important problem in production group because there

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haven't got money to hoard fish for production. For another group, gathering fund was from member of each group or with together of loan from government such as district government office and Bank of Agriculture and Agricultural cooperatives. Some of group gathering fund and got partial support by government official except pickled fish product of Ban Laem Sawan group. It denoted that the community have substantial and strengthen in group regarding to the efficiently of funding management.

Activity factor among group member indicated successful or not. Narong Petchprasert (1999: 124-138) said that the initial remaining and growing of community business need to for member corporation, thinking, debating, brain-storming and pay responsibility for group.

By the observation found that community products in studies area, the membesr have a part of progressing, thinking, discussing, manufacturing and pay responsibility in every step of procedure until sale.

The another symbol that express strength in community was won of OTOP according to government policy and quality registered, to made it well-known, moreover, it referred as quality guarantee to consumer which enhance credit of products. The products that won OTOP price were pickled fish product of Ban Laem Sawan group, got district product standard 4 stars in 2006, pestle product of Ban Kum Charoen Suk group obtained district product standard 2 stars in 2007, Dok Kham bloom product of Ban Hui Wer group, earned district product standard 5 stars in 2006, yarn product of Ban Kum Nam Saeb group grained district product standard 3 stars in 1999 and bamboo rice container product of Ban Ta Long group took district product standard 5 stars in 2006. the remain 2 groups were can bamboo shoot product of Ban Ta Mui group and Hangsae grass blossom broom product of Ban Sa Som group beside they haven't won OTOP price whereas they have acquired standard quality. For can bamboo shoot product of Ban Ta Mui group grained food safety standard from Thai FDA, Hangsae grass blossom broom product of Ban Sa Som group grained community product standard by industrial Thai Industrial Standard Institute.

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5.3.2 Interaction Activity

Followed by step of development community enterprise of Saree Pongpit, et al (2544: 20-21) reported that community enterprise network lack of self-living in some case, the community could not proceeding by their own but it could effort when gathering more than one communities together as count on between community that have a variety of resources and products. By the study observed that there has an activity between group both the same and different works. The procedures between groups were sell and exchange productivity and process knowledge. For non-interaction network i.e. can Bamboo Shoot Product of Ban Ta Mui group and Hangsae grass blossom Broom product of Ban Sa Som group.

For cooperating between government and private organization, community group, and the community product in studied area have cooperated with most of government organization for supporting funding, instruments and appliances, market finding and public relation. Otherwise, the cooperating with private organization hasn't goy any community deal with.

5.3.3 Problem and Recommendation

By the study the problem in community figured out the major problem were financial problem according to lack of accumulating found which made an effort to illiquidity finance and no principle for brought raw material, followed by lack of raw material because of the major raw material were bought outside community that made deficient to production. Marketing was another problem because of narrowed of market made products could not sell regarding to lower income. Storage and location problems occurred in group haven't won OTOP price.

5.4 Opinions of Communal Product Consumers

In this research, the number of consumers by sampling was 36 persons. The research paid attention into consumer behavior information, influenced decision factor for buying community products and the strength, probability and trouble of community products. Then it brought the information to study on management system of communal enterprise in Ubonratchathni Province, Thailand.

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The major consumers were women and domiciled in Ubonratchathani. It denoted that community products have broadcast yet. The purpose of purchasing was souvenir. The major products were clothes followed by utensils and decorations. The consumers came to saw and bought at product exhibition. The source of sale information was announcement from relatives and friends. The most purchasing was clothes.

The influence factor of buying were the uniquely of products followed by the buyer wanted to supporting community wisdom product. Hence, the communal product still was a favor.

In study area, there have a lot of uniquely communal products followed by enhancing business in Thailand. For other factor were trend of Thai wisdom which were strength of goods into the market.

The estimating of strength, probability and obstacle of communal product in Ubonratchathani province were acquired uniquely products followed by quality standard and cheap price as equal as quality. The kind of products that were not interested to buyer were simple format and in-exotic followed by non- diversified of products in order of format, color and size. The next was expensive when compared to similar products.

From the strength and weakness of community product the consumers noted that the opportunity to promoting community product were developing of quality and broaden market to made it easy to purchased and then developing format of product in order to variety style and exotic as well as express the uniquely of community. After that the public relation would take place to make the products well-known in the market. For the weakness brought the communal products could not sell was duplicated format, lacked of diversity, bad quality, unattractive and uninterested. Furthermore, buyer thought that public relation was terrible, no promoting which could help to increase the market.

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CHAPTER VI
CONCLUSION AND RECOMMENDATION

Study on management system of communal enterprise : a case study of Ubonratchathani province, Thailand, it was studied by choosing Nikom Lamdomnoi sub district and surrounding area as the studied area. This study was the qualitative study which compiled, analyzed, and interpreted the data and situation of environment that were appeared in the social. The data was collected from the research documents and some of research which related to the studied area and the administrative way for the organization of communal enterprise, the area status of survey, the data collecting by deeply interviewed with the leaders of communal product groups, and opinion surveying from the communal product consumers in Ubonratchathani province, as a result of the way to administrate the organization of communal enterprise in Nikom Lamdomnoi sub district and surrounding area, Ubonratchathani province, Thailand These data would be useful to applied for the other areas. For the benefits which obtain from this study are shown below:

6.1 General Outcome

This study showed the management system of communal enterprise.

6.2 Conclusion

In order to the developments of communal products groups which can effect to economic development in the communities, this can be concluded that the communities should proceed administrative principle of communal products groups as three steps of community economic idea. First step is the proper management of productive factors for communities. Second step is the cooperated management with entire levels, including production, marketing, livelihood, welfare, education, social, and religion. The last step is to give precedence to mobilize resource from outer community by using the depending principle among agriculturists, financial institutes

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(bank), and company. These three steps was the proceeding that involves in easy life ways and leads to more complicated relationship then it gradually developed to business management.

Overall the results of 7 community product group studies which have different administrative in raw material, processing, marketing, financial status and group procedure could conclude that administrative those factor have directly effect to strength of community enterprise.

Pickled fish product of Ban Laem Sawan group have certainly source of raw material in community and have processing step acquired standard, moreover, the production made by community wisdom adapted with learning outside. Including of a good administrative marketing by forming group regarding to empowered bargain to middle man. Furthermore, the members involved the activities in every step and the group has a good public relation according to grained OTOP 4 stars price in 2006. Otherwise, some administrative could not done i.e. investing by assemble capital from outside community and group haven't got accumulated money for further need the brought the group in- liquidly financial.

Pestle of product of Ban Kum Charoens Suk group have certainly source of raw material in community and have processing step acquired standard including a good of administrative marketing by forming group regarding to empowered bargain to middle man. Furthermore, the members involved the activities in every step and the group has a good public relation according to grained OTOP 2stars price in 2005. However, the encounter problems were lack of raw material, even though they have certainly source but it was not enough. In addition, the processing grained from outside community that was not community wisdom. It leads to narrow alternative in order to improve products. Moreover, the processing used the high technologies that cause higher principle.

Dok Kham broom product of Ban Hui Wer group has certainly source of raw material in community and have processing step acquired standard, moreover, the production made by community wisdom adapted with learning outside. Including of a good administrative marketing by forming group regarding to empowered bargain to middle man. Furthermore, the members involved the activities in every step and the group has a good public relation according to grained OTOP 5 stars price in 2005.

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However, the face problems were remote of raw material source that caused high freight.

Yarn blanket product of Ban Kum Nam Saeb group has a certainly source of raw material but it was in remote place regarding to high freight. Moreover, the production made by community wisdom that adapted with learning from outside and have certainly market while only ministry of public welfare that brought to poor variation of product. Including of badly administrative marketing regarding to empowered bargain to middle man. Furthermore, the members involved the activities in every step and the group has a good public relation according to grained OTOP 3 stars price in 1999.

Can bamboo shoot product of Ban Ta Mui group have a certainly source of raw material and closed to the community. Moreover, the production made completely by community wisdom and has definitely market whereas the group has not corporate with other regarding to absent of powering in order to bargain with middle man. Furthermore, the members involved the activities in every step otherwise the group has not got public relation because of they sale as household production. The product grained food safety standard by Thai FDA.

Hangsae Grass Blossom Broom product of Ban Sa Som group has the main source of raw material in community, only for some of instruments and appliances that brought from outside. Moreover, the principle was low and every step of processing obtained totally by community wisdom. In addition a good administrative marketing by forming group regarding to empowered bargain to middle man. Otherwise the group has not got public relation because of they sale as household production. The products earned community quality standard from Thai Industrial Standard Institute.

Bamboo rice container product of Ban Ta Long group have source of raw material from community while some bought from Laos. Nevertheless, the principle was low because of spared used. The step of production obtained by community wisdom mixed to outside knowledge homogenously. The member was not from group that mean they distributed by their own that brought to lack of powering in order to bargain with middle man. Most of member attended group activities and have a good public relation according to grained OTOP 5 stars price in 2005.

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The encounter problem were joining group of production at office according to the administrative of each community group of 7 in studied area. It can concluded that all of 7 community product still have the administrative that were different from strategy of community enterprise because lack of a good administrative regarding to enhancing the strength and fail which compounded of financial and non-financial principle that were knowledge, resource, consumer and social properties. Financial principle could accumulated both in and out community after that managed the processing both of assort of appropriate processing technology packaging. About marketing administrative has both of sale and public relation. For personnel administrative that involved in procedure of member in ever step including group leader factor. The leader factor deal with every procedure and the last factor was administrative organization factor that every community have obvious administrative pattern by dividing the corporation system in organization and established the agreement as the rule. In addition, interaction with other group and/or build the network between communities. This strategy could help to reach the goal of community product with efficiency and strengthen the community in the future. Furthermore, the degree of admired to community product made by their own wisdom was risen regarding to high marketing demand and government strategies will be supporting community standard quality that would be a great opportunities to producing communal products.

6.3 Recommendations for Applying Results of This Research

1. The information about community enterprise management system and the other effect could brought to plan the strategies to developing in community or using as database in order to draft of developing project in of community government.

2. The results in community enterprise management system could used to developing community to enhancing community product value.

3. The related government organization i.e. social development project and agricultural government organization could use the study as references to promoting and developing community products to be the member of OTOP program.

4. Promoted value added production and introduce appropriate facilities and marketing.

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Nevetherless, this studied could success according to the objective whereas there still have some of recommendation for further research or even continuing research of this study as show below.

6.4 recommendations for Future Research

1. Study in deep analysis about financial status of community production group in order to know the trend of investment of community product.

2. Study about the format of community product packaging.

3. Study about the alternative public relation in order to be the member of OTOP price to community that hasn't won.

4. Study about the activity of community leader to succeed of community enterprise procedure.

5. Study the potential of the community to use appropriate facilities and manage the enterprise as an effective One Tambon One Product according to product, origin and uniqueness of the communal products.

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APPENDIX

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APPENDIX A

ตารางที่ A-1 แสดงรายจ่าย - รายได้การผลิตของกลุ่มผลิตภัณฑ์ปลาส้มบ้านแหลมสวรรค์

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม (บาท)	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม (บาท)
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายปลีก-ส่ง</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	-	-	-	- ปลาขนาดเล็ก	50	70	**3,500**
- ค่าดอกเบี้ยเงินกู้	-	-	-	-	-	- ปลาขนาดใหญ่	50	80	**4,000**
<u>รายจ่ายค่าวัตถุดิบ</u>									
- ปลาขนาดเล็ก	-	-	50 กก.	30	**1,500**	-	-	-	-
- ปลาขนาดใหญ่	-	-	50 กก.	55	**2,750**	-	-	-	-
- เกลือ	-	-	8 กก.	3	**24**	-	-	-	-
- กระเทียม	-	-	5 กก.	35	**175**	-	-	-	-
- ข้าวเหนียว	-	-	15 กก.	20	**300**	-	-	-	-

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ตารางที่ A-1 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ปลาส้ม บ้านแหลมสวรรค์ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม (บาท)	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม (บาท)
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						**<u>รายได้อื่นๆ</u>**			
- กะละมังพลาสติก	-	-	8 ใบ	55	**440**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	-	-
- กะละมังสแตนเลส	-	-	9 ใบ	270	**2,430**				
- กะละมังสแตนเลสใส่จำหน่าย	-	-	7 ใบ	150	**1,050**	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	-	-
- เครื่องบด เบอร์ 22	-	-	1 เครื่อง	4,700	**4,700**				
- เครื่องบดขนาดเล็ก	-	-	1 เครื่อง	1,600	**1,600**	- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	400	**400**				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	959	-	-	**959**	-	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	1 วัน	100	**100**	-	-	-	-

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ตารางที่ A-1 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ปลาส้ม บ้านแหลมสวรรค์ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	1 วัน	30	**20**	-	-	-	-
- ค่าโฆษณาประชาสัมพันธ์	-	-	1 ครั้ง	600	**600**	-	-	-	-
- ค่าช่องทางการตลาด	-	-	-	-	-	-	-	-	-
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน			12 คน	200	**2,400**	-	-	-	-

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ตารางที่ A-1 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ปลาส้ม บ้านแหลมสวรรค์ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-	-	-	-	-
- ค่าน้ำมัน	-	-	1 เที่ยว	100	**100**	-	-	-	-
- ค่าเช่าสถานประกอบการ	-	-	-	-	-	-	-	-	-
- ค่าไฟฟ้า และค่าประปา	-	-	1 เดือน	400	**400**	-	-	-	-
- ค่าโทรศัพท์	-	-	1 เดือน	600	**600**	-	-	-	-
- ค่าภาษี	-	-	-	-	-	-	-	-	-
รายจ่ายรวมทั้งหมด					**20,548**	**ร่ายได้รวมทั้งหมด**			**7,500**

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ตารางที่ A-2 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์หน่อไม้ปี๊บ บ้านตามุย

รายจ่าย						**รายได้**			
รายการรายจ่าย	**ต้นทุนทางอ้อม**		**ต้นทุนทางความจริง**		**รวม**	**รายการรายได้**	**จำนวน**	**ราคาต่อหน่วย**	**รวม**
	จำนวน	**ราคาต่อหน่วย**	**จำนวน**	**ราคาต่อหน่วย**					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายส่ง</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	-	-	-	- จำหน่ายแยกปี๊บ	200 ปี๊บ	150	**30,000**
- ค่าดอกเบี้ยเงินกู้	-	-	-	-	-				
<u>รายจ่ายค่าวัตถุดิบ</u>									
- หน่อไม้	-	-	240 กก.	20	**4,800**				
- น้ำสะอาด	-	-	-	-	-				

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ตารางที่ A-2 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์หน่อไม้ปี๊บ บ้านตามุย (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						**<u>รายได้อื่นๆ</u>**			
- ปี๊บ ขนาด 23*23*34 ซม.	-	-	100 ใบ	25	**2,500**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	-	-
- ตะกั่ว	-	-	1 กก.	250	**250**				
- เตาต้ม	-	-	1 เตา	1,200	**1,200**	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	**100,000**	**100,000**
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	-	-				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	120	-	-	**120**	- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	-	-	-				

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ตารางที่ A- 2 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์หน่อไม้ปี๊บ บ้านตามุย (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
- ค่าโฆษณาประชาสัมพันธ์	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน	30 คน	145	-	-	**4,350**				

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ตารางที่ A-2 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์หน่อไม้ปี๊บ บ้านตามุย (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน	-	-	-	-	-				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้า และค่าประปา	-	-							
- ค่าโทรศัพท์	-	-	1 เดือน	300	**300**				
- ค่าภาษี	-	-	-	-	-				
รายจ่ายรวมทั้งหมด					**13,520**	**ร่ายได้รวมทั้งหมด**			**130,000**

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ตารางที่ A-3 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้ตีพริก บ้านคำเจริญสุข

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายส่ง</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	-	-	-	- ขนาดเล็ก (11 นิ้ว)	30 กระสอบ	500	**15,000**
- ค่าดอกเบี้ยเงินกู้	-	-	-	-	-	- ขนาดกลาง (12,13 นิ้ว)	30	700	**21,000**
<u>รายจ่ายค่าวัตถุดิบ</u>									
- ไม้ท่อนซุง	-	-	5 แพ	3,000	15,000				

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ตารางที่ A-3 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้ตีพริก บ้านคำเจริญสุข (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						**<u>รายได้อื่นๆ</u>**			
- ลูกปืนเครื่องกลึง	-	-	6 ลูก	180	**1,080**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	-	-
- ใบเลื่อย	-	-	2 ใบ	1,600	**3,200**				
- มอเตอร์	-	-	4 ตัว	3,800	**15,200**	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	-	-
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	7,480	**7,480**				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	4,780	-	-	**4,780**	- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	3,000 ใบ	7	**21,000**				

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ตารางที่ A-3 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้ตีพริก บ้านคำเจริญสุข (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
- ค่าโฆษณาประชาสัมพันธ์	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน	-	-	3 คน	450	**1,350**				

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ตารางที่ A-3 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้ตีพริก บ้านคำเจริญสุข (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน			1 เที่ยว	100	**100**				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้าและค่าประปา			1 เดือน	2,000	**2,000**				
- ค่าโทรศัพท์	-	-	-	-	-				
- ค่าภาษี	-	-	1 ปี	300	**300**				
รายจ่ายรวมทั้งหมด					**71,490**	**ร่ายได้รวมทั้งหมด**			**36,000**

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ตารางที่ A-4 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกแขม บ้านห้วยเหวอ

รายจ่าย						**รายได้**			
รายการรายจ่าย	**ต้นทุนทางอ้อม**		**ต้นทุนทางความจริง**		**รวม**	**รายการรายได้**	**จำนวน**	**ราคาต่อหน่วย**	**รวม**
	จำนวน	**ราคาต่อหน่วย**	**จำนวน**	**ราคาต่อหน่วย**					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายปลีก</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	-	1,000,000	**1,000,000**	- ขนาดเล็ก	3,000 ด้าม	10	**30,000**
- ค่าดอกเบี้ยเงินกู้	-	-	0.06	1,000,000	**60,000**	- ขนาดใหญ่ เอ	100 ด้าม	50	**5,000**
<u>รายจ่ายค่าวัตถุดิบ</u>						- ขนาดใหญ่ บี	3,000 ด้าม	25	**75,000**
- ดอกแขม	-	-	50,000 กำ	17	**850,000**	- ขนาดใหญ่ ซี	3,000 ด้าม	15	**45,000**
- ด้ามไม้ไผ่เปราะ	-	-	15,000 ด้าม	1	**15,000**	**<u>การจำหน่ายส่ง</u>**			
						- ขนาดเล็ก	7,000 ด้าม	9	**63,000**
						- ขนาดใหญ่ เอ	300 ด้าม	33	**9,900**
						- ขนาดใหญ่ บี	7,000 ด้าม	23	**16,100**

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ตารางที่ A-4 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกแขม บ้านห้วยเหวอ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						- ขนาดใหญ่ ซี	7,000 ด้าม	13	**91,000**
- เชือกไนลอน	-	-	100 กก.	9	**900**	**<u>รายได้อื่นๆ</u>**			
- ตะปู	-	-	2 กก.	100	**200**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	-	-
- เข็มถัก	-	-	12 เล่ม	5	**60**				
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	-		- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	-	-
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	-	-	-					
- ค่าบรรจุภัณฑ์	-	-	-	-		- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-

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ตารางที่ A-4 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกแขม บ้านห้วยเหวอ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
- ค่าโฆษณาประชาสัมพันธ์	-	-	1 เดือน	300					
- ค่าช่องทางการตลาด	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน	145 บาท	44 คน	-	-	**6,380**				

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ตารางที่ A-4 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกแขม บ้านห้วยเหวอ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน	-	-	10 เที่ยว	600	**6,000**				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้าและค่าประปา	-	-	-	-	-				
- ค่าโทรศัพท์	-	-	1 เดือน	600	**600**				
- ค่าภาษี	-	-	-	-	-				
รายจ่ายรวมทั้งหมด					**1,939,440**	**ร่ายได้รวมทั้งหมด**			**335,000**

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ตารางที่ A-5 แสดงรายจ่าย-รายได้ของกลุ่มสตรีชนบท บ้านคำน้ำแซบ

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายปลีก</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	30 คน	2,000	**60,000**	- จำหน่ายแยกผืน	1,800 ผืน	100	**180,000**
- ค่าดอกเบี้ยเงินกู้	-		0.01	60,000	**600**	**<u>การจำหน่ายส่ง</u>**			
<u>รายจ่ายค่าวัตถุดิบ</u>						- จำหน่ายแยกผืน	1,600 ผืน	90	**144,000**
- ไหมพรม	-	-	1,500 กก.	95	**142,500**				
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>									
- กี่โบราณ	-	-	1 เครื่อง	5,000	**5,000**				
- ฟืม	-	-	1 อัน	1,300	**1,300**				

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ตารางที่ A-5 แสดงรายจ่าย-รายได้ของกลุ่มสตรีชนบท บ้านคำน้ำแซบ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
- หลักพือ	-	-	1 อัน	300	**300**	**<u>รายได้อื่นๆ</u>**			
- อัก	-	-	1 เครื่อง	50	**50**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	1 ปี	7,000	**7,000**
- กง	-	-	1 เครื่อง	50	**50**				
- ตีนกง	-	-	1 คู่	100	**100**	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	-	-
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	300	**300**				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	690	-	-	**690**	- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	40 กล่อง	12	**480**				

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ตารางที่ A-5 แสดงรายจ่าย-รายได้ของกลุ่มสตรีชนบท บ้านคำน้ำแซบ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
1. ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
2. ค่าโฆษณาประชาสัมพันธ์	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
1. ค่าจ้างแรงงาน	30 คน	145	-	-	**4,350**				

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ตารางที่ A-5 แสดงรายจ่าย-รายได้ของกลุ่มสตรีชนบท บ้านคำน้ำแซบ (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่ สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน	-	-	1 เที่ยว	2,000	**2,000**				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้า และค่าประปา	-	-	-	-	-				
- ค่าโทรศัพท์	-	-	-	-	-				
- ค่าภาษี	-	-	1 ปี	3,000	**3,000**				
รายจ่ายรวมทั้งหมด					**220,720**	**ร่ายได้รวมทั้งหมด**			**331,000**

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ตารางที่ A-6 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกหญ้า บ้านซะซอม

รายจ่าย						**รายได้**			
รายการรายจ่าย	**ต้นทุนทางอ้อม**		**ต้นทุนทางความจริง**		**รวม**	**รายการรายได้**	**จำนวน**	**ราคาต่อหน่วย**	**รวม**
	จำนวน	**ราคาต่อหน่วย**	**จำนวน**	**ราคาต่อหน่วย**					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายส่ง</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	-	-	-	- จำหน่ายแยกด้าม	7,000 ด้าม	10	**70,000**
- ค่าดอกเบี้ยเงินกู้	-	-	-	-	-				
<u>รายจ่ายค่าวัตถุดิบ</u>									
- ดอกหญ้าหางเสือ	-	-	-	-	-				
- ไม้ไผ่เปราะ	-	-	-	-	-				

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ตารางที่ A-6 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกหญ้า บ้านซะซอม (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						**<u>รายได้อื่นๆ</u>**			
- เชือกไนลอน	-	-	30 กก.	80	**2,400**	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	-	-
- ตะปู	-	-	5 ขีด	25	**125**				
- พร้า	-	-	1 ด้าม	20	**20**	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	24,000	**24,000**
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	-	-				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	-	-	-	-	- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	-	-	-				

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ตารางที่ A-6 แสดงรายจ่าย-รายรับของกลุ่มผลิตภัณฑ์ไม้กวาดดอกหญ้า บ้านซะซอม (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
- ค่าโฆษณาประชาสัมพันธ์	-	-	-	-	-				
- ค่าช่องทางการตลาด	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน	30 คน	145	-	-					

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ตารางที่ A-6 แสดงรายจ่าย-รายได้ของกลุ่มผลิตภัณฑ์ไม้กวาดดอกหญ้า บ้านซะซอม (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน	-	-	1 เที่ยว	200	**200**				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้า และค่าประปา	-	-	-	-	-				
- ค่าโทรศัพท์	-	-	1 เดือน	100	**100**				
- ค่าภาษี	-	-	-	-	-				
รายจ่ายรวมทั้งหมด					**6,835**	**ร่ายได้รวมทั้งหมด**			**94,000**

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ตารางที่ A-7 แสดงรายจ่าย-รายได้ของกลุ่มจักสานกระติ๊บ บ้านท่าล้ง

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายเพื่อการลงทุน</u>						**<u>การจำหน่ายปลีก-ส่ง</u>**			
- ค่าคืนเงินต้นการกู้ยืม	-	-	37 คน	2,000	**74,000**	- ขนาดใหญ่	10 ใบ	500	**5,000**
- ค่าดอกเบี้ยเงินกู้	-	-	-	-	-	- ขนาดกลาง	100 ใบ	250	**25,000**
<u>รายจ่ายค่าวัตถุดิบ</u>						- ขนาดเล็ก	300 ใบ	120	**36,000**
- ไม้ไผ่ซางผา	-	-	-	-	-	- ขนาดจิ๋ว	40 ใบ	100	**4,000**
- ไม้เหี้ย	-	-	-	-	-				
- หวายหางหนู	-	-	240 วา	2	**480**				

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ตารางที่ A-7 แสดงรายจ่าย-รายได้ของกลุ่มจักสานกระติ๊บ บ้านท่าล้ง (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายค่าอุปกรณ์ และเครื่องมือ</u>						**<u>รายได้อื่นๆ</u>**			
- เหล็กแหลม	-	-	-	-	-	- เงินอุดหนุนจากองค์การปกครองส่วนท้องถิ่น	-	20,000	**20,000**
- ค่าซ่อมบำรุงอุปกรณ์เครื่องมือ	-	-	-	-	-				
- ค่าเสื่อมราคาอุปกรณ์เครื่องมือ	-	-	-	-	-	- เงินสนับสนุนและเงินสมทบจากรัฐบาล	-	-	-
- ค่าบรรจุภัณฑ์ (ถุงพลาสติก)	-	-	-	-	-				
						- เงินสนับสนุน หรือเงินบริจาคจากภายนอก	-	-	-

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ตารางที่ A-7 แสดงรายจ่าย-รายได้ของกลุ่มจักสานกระติ๊บ บ้านท่าล้ง (ต่อ)

รายจ่าย						รายได้			
รายการรายจ่าย	ต้นทุนทางอ้อม		ต้นทุนทางความจริง		รวม	รายการรายได้	จำนวน	ราคาต่อหน่วย	รวม
	จำนวน	ราคาต่อหน่วย	จำนวน	ราคาต่อหน่วย					
<u>รายจ่ายด้านการตลาด</u>									
- ค่าเช่าสถานที่จำหน่าย	-	-	-	-	-				
- ค่าโฆษณาประชาสัมพันธ์	-	-	-	-	-				
- ค่าช่องทางการตลาด	-	-	-	-	-				
<u>รายจ่ายจัดการสวัสดิการชุมชน</u>									
- ค่าจ้างแรงงาน	37 คน	145	-	-	**5,365**				

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ตารางที่ A-7 แสดงรายจ่าย-รายได้ของกลุ่มจักสานกระติ๊บ บ้านท่าล้ง (ต่อ)

รายจ่าย						**รายได้**			
รายการรายจ่าย	**ต้นทุนทางอ้อม**		**ต้นทุนทางความจริง**		**รวม**	**รายการรายได้**	**จำนวน**	**ราคาต่อหน่วย**	**รวม**
	จำนวน	**ราคาต่อหน่วย**	**จำนวน**	**ราคาต่อหน่วย**					
<u>รายจ่ายที่เกี่ยวกับอาคารสถานที่สาธารณูปโภค และภาษี</u>									
- ค่าเช่ายานพาหนะขนส่ง	-	-	-	-	-				
- ค่าน้ำมัน	-	-	1 เดือน	400	**400**				
- ค่าเช่าสถานประกอบการ	-	-	-	-	-				
- ค่าไฟฟ้า และค่าประปา	-	-	-	-	-				
- ค่าโทรศัพท์	-	-	-	-	-				
- ค่าภาษี	-	-	-	-	-				
รายจ่ายรวมทั้งหมด					**80,245**	**รายได้รวมทั้งหมด**			**90,000**

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APPENDIX B

แบบสัมภาษณ์กลุ่มผลิตภัณฑ์ชุมชน

เรื่อง

การศึกษาระบบการบริหารจัดการองค์กรวิสาหกิจชุมชน:

กรณีศึกษา จังหวัดอุบลราชธานี ประเทศไทย

แบบสอบถามนี้เป็นส่วนหนึ่งในวิทยานิพนธ์ของนักศึกษาหลักสูตรวิทยาศาสตร์มหาบัณฑิต สาขาการวางแผนสิ่งแวดล้อมเพื่อพัฒนาชุมชนและชนบท คณะสิ่งแวดล้อมและทรัพยากรศาสตร์ มหาวิทยาลัยมหิดล

ผู้ให้ข้อมูลชื่อ……โทรศัพท์…….....

ชื่อกลุ่มผลิตภัณฑ์ …….....

วัน เดือน ปี ที่เก็บข้อมูล.....

ส่วนที่ 1 ความรู้เบื้องต้นเกี่ยวกับการผลิตภัณฑ์ชุมชน

1. ชื่อกลุ่มผลิตภัณฑ์.....

2. ชนิดของผลิตภัณฑ์ที่ท่านผลิตได้ (โปรดระบุสินค้าที่ท่านผลิตและจำหน่าย ที่ทำรายได้สูงสุดเพียงผลิตภัณฑ์เดียว) ได้แก่.....

3. สินค้าผลิตภัณฑ์ของท่านมีจุดเริ่มต้น (การเริ่มต้นทำการผลิต เรียนรู้ด้านการผลิตจากที่ไหน) และได้รับแนวความคิดจากอะไร มีการพัฒนารูปแบบสินค้าผลิตภัณฑ์จากอดีตจนถึงปัจจุบันอย่างไร

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4. ปีที่ก่อตั้งกิจการ พ.ศ.....

5. เงินทุนจดทะเบียน/เงินทุนเริ่มต้น.....บาท

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6. จุดเด่นหรือเอกลักษณ์ท้องถิ่นของผลิตภัณฑ์ของท่าน

☐ 1. ไม่มี

☐ 2. มี อธิบายรายละเอียด ระบุ.....

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7. วัตถุดิบที่ใช้ในการผลิตของท่าน จำนวนเท่าใด ราคาต่อหน่วยการผลิต

7.1.....จำนวน.....ราคา.....บาท

7.2.....จำนวน.....ราคา.....บาท

7.3.....จำนวน.....ราคา.....บาท

7.4.....จำนวน.....ราคา.....บาท

7.5.....จำนวน.....ราคา.....บาท

8. แหล่งวัตถุดิบที่ท่านนำมาใช้ผลิตมาจากแหล่งใด

ภายในชุมชน ระบุ.....

ภายนอกชุมชน ระบุ.....

9. แนวโน้มของราคาวัตถุดิบที่ใช้ในการผลิตของท่านจากปีที่ผ่านมาจนถึงปัจจุบันเป็นอย่างไร

☐ 1. ลดลง.....% ☐ 2. ทรงตัว ☐ 3. เพิ่มขึ้น.....%

10. อุปกรณ์เครื่องมือเครื่องจักรที่ช่วยในการผลิตของกลุ่มมีอะไรบ้าง

10.1 ……จำนวน.....ราคา.....บาท

10.2 ……จำนวน.....ราคา.....บาท

10.3 ……จำนวน.....ราคา.....บาท

10.4 ……จำนวน.....ราคา.....บาท

10.5 ……จำนวน.....ราคา.....บาท

11. แรงจูงใจที่ท่านเริ่มการผลิตคือ

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12. ที่มาของภูมิปัญญาและความรู้ที่ใช้ในการผลิต

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ส่วนที่ 2 ความรู้เกี่ยวกับแนวทางการจัดการดำเนินการผลิตผลิตภัณฑ์ชุมชน

13. ขั้นตอนในการผลิตผลิตภัณฑ์ชุมชนของกลุ่มโดยละเอียด

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14. ช่วงเวลาที่ท่านดำเนินการผลิตผลิตภัณฑ์ชุมชนของท่านเป็นอย่างไร

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15. จำนวนผลิตภัณฑ์ที่ท่านผลิตได้ใน 1 เดือน ประมาณ.....

16. ต้นทุนที่ใช้ทำผลิตประมาณ.....บาท/เดือน

17. จำนวนคนงานทั้งหมด.....คนเฉลี่ย/เดือน แบ่งเป็นชาย.....คน หญิง.....คน

18. ระยะเวลาในการใช้งาน หรือ เก็บรักษา ของผลิตภัณฑ์ชุมชมของท่านประมาณ.....

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ส่วนที่ 3 ชุดความรู้เกี่ยวกับแนวทางการเพิ่มรายได้และการจัดการด้านการตลาดของผลิตภัณฑ์ชุมชน ให้เป็นไปมาตรฐานของผลิตภัณฑ์ชุมชน

19. รูปแบบการจำหน่ายสินค้าของกลุ่มของท่านเป็นแบบใด

19.1 จำหน่ายปลีก ภายใน 1 เดือน จำหน่ายได้ประมาณ.....หน่วย

จำหน่ายภายในท้องถิ่น ระบุ.....

.....

จำหน่ายตลาดในเมือง ระบุ.....

.....

จำหน่ายแหล่งท่องเที่ยว ระบุ.....

.....

19.2 จำหน่ายส่ง ระบุ ภายใน 1 เดือน จำหน่ายได้ประมาณ.....หน่วย

จำหน่ายผู้ประกอบธุรกิจภายในเมือง ระบุ.....

.....

จำหน่ายกลุ่มผู้ประกอบธุรกิจภายในท้องถิ่น ระบุ.....

.....

จำหน่ายกลุ่มผู้ประกอบธุรกิจตามแหล่งท่องเที่ยว ระบุ.....

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20. การจัดการบรรจุหีบห่อผลิตภัณฑ์ชุมชนสำหรับจำหน่าย

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21. ท่านมีเครื่องหมายการค้าหรือยี่ห้อของสินค้าที่ท่านผลิตอย่างไร

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22. ท่านมีการจัดการด้านการโฆษณาประชาสัมพันธ์สินค้าอย่างไร

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23. ผลิตภัณฑ์ของท่านได้รับการรับรองมาตรฐานด้านความปลอดภัยและคุณภาพประเภทใด

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24. ท่านมีความคิดที่จะปรับจุดเด่นหรือเอกลักษณ์ให้กับของผลิตภัณฑ์ชุมชนอย่างไร

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ส่วนที่ 4 ชุดความรู้เกี่ยวกับการรวมกลุ่มของผู้ผลิตผลิตภัณฑ์ชุมชน

25. รูปแบบในการประกอบการของกลุ่มผลิตภัณฑ์ชุมชนของท่านเป็นอย่างไร

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26. การวางแผนการดำเนินงานท่านวางแผนในการดำเนินงานของกลุ่มอย่างไร

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27. การระดมทุนในการรวมกลุ่มของท่านเป็นอย่างไร

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28. เงินทุนสะสมของกลุ่ม ณ ปัจจุบัน.....บาท

29. หนี้สินของกลุ่ม ณ ปัจจุบัน กู้จากแหล่งใดบ้าง มีจำนวนเท่าใด ดอกเบี้ยร้อยละเท่าใดต่อปี

29.1 กู้จาก.....จำนวน.....บาท ดอกเบี้ยร้อยละ.....

29.2 กู้จาก.....จำนวน.....บาท ดอกเบี้ยร้อยละ.....

29.3 กู้จาก.....จำนวน.....บาท ดอกเบี้ยร้อยละ.....

30. การสนับสนุนของหน่วยงานที่เกี่ยวข้องกับการรวมกลุ่มมีที่ใดบ้าง ย่างไร

หน่วยงานราชการ ได้แก่.....

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หน่วยงานเอกชนได้แก่.....

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31. ปัจจุบัน กลุ่มของท่านได้ประสานและเป็นเครือข่ายกับกลุ่มผู้ผลิตผลิตภัณฑ์ประเภทเดียวกัน ในต่างพื้นที่อย่างไร

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32. ปัญหาที่ทางกลุ่มประสบพบอยู่

32.1.....

32.2.....

32.3.....

32.4.....

33.5.....

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แบบสอบถามสำหรับผู้ซื้อสินค้าของที่ระลึก

เรื่อง

การศึกษาระบบการบริหารจัดการองค์กรวิสาหกิจชุมชม :
กรณีศึกษา จังหวัดอุบลราชธานี ประเทศไทย

แบบสอบถามนี้เป็นส่วนหนึ่งในวิทยานิพนธ์ของนักศึกษาหลักสูตรวิทยาศาสตร์มหาบัณฑิต สาขาการวางแผนสิ่งแวดล้อมเพื่อพัฒนาชุมชนและชนบท คณะสิ่งแวดล้อมและทรัพยากรศาสตร์ มหาวิทยาลัยมหิดล

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<u>คำชี้แจง</u> กรุณาเติมคำหรือข้อความลงในช่องว่างหรือขีดเครื่องหมาย ☑ ลงในคำตอบที่ท่านเลือก

<u>ส่วนที่ 1 ข้อมูลทั่วไปของผู้ซื้อสินค้า</u>

1 .เพศ 1. ☐ ชาย 2. ☐ หญิง

2. อายุ 1. ☐ 14-12 ปี 2. ☐ 15-17 ปี 3. ☐ 18-49 ปี
4. ☐ 50-60 ปี 5. ☐ มากกว่า 60 ปี

3. ศาสนา 1. ☐ พุทธ 2. ☐ คริสต์ 3. ☐ อิสลาม
4. ☐ พราหมณ์ 5. ☐ ซิกส์

4. ระดับการศึกษาพื้นฐาน ☐ ไม่ได้เข้าศึกษา	หมายเหตุ
4.1 ประถมศึกษา ☐ ป.4 ☐ ป.5 ☐ ป.6 ☐ ป.7	
4.2 มัธยมศึกษาตอนต้น ☐ ม.1 ☐ ม.2 ☐ ม.3	
4.3 มัธยมศึกษาตอนปลายสายสามัญ ☐ ม.4 ☐ ม.5 ☐ ม.6	
4.4 มัธยมศึกษาตอนปลายสายอาชีพ ☐ ปวช.1 ☐ ปวช.2 ☐ ปวช.3	สาขา
4.5 ระดับอุดมศึกษา ☐ อนุปริญญา	สาขา
☐ ประกาศนียบัตรวิชาชีพขั้นสูง (ปวส.)	สาขา
4.6 ระดับปริญญาตรี	สาขา
4.7 สูงกว่าปริญญาตรี	สาขา

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5. สถานภาพ 1. ☐ โสด 2. ☐ สมรส 3. ☐ หย่าร้าง
4. ☐ แยกกันอยู่ 5. ☐ หม้าย

6. อาชีพหลัก (อาชีพที่ทำรายได้มากที่สุด)

1. ☐ เกษตรกร 2. ☐ นักเรียน/นักศึกษา 3. ☐ ค้าขาย
4. ☐ รับจ้างทั่วไป 5. ☐ ธุรกิจส่วนตัว 6. ☐ พนักงานบริษัท/เอกช
7. ☐ ข้าราชการ/พนักงานรัฐวิสาหกิจ 8. ☐ อื่น ๆ ระบุ.....

7. รายได้ต่อเดือน

1. ☐ น้อยกว่า 5,000 บาท 2. ☐ 5,000-10,000 บาท 3. ☐ 10,001-15,000
4. ☐ 15,001-20,000 บาท 5. ☐ 20,001 ขึ้นไป

8. ภูมิลำเนาเดิมของครัวเรือน

1. ☐ เกิดที่นี่ ระยะเวลาที่อาศัยอยู่ในท้องถิ่นนี้นาน..... ปี
2. ☐ ย้ายมาจาก ตำบล.....อำเภอ.....จังหวัด.....

<u>ส่วนที่ 2 ข้อมูลด้านพฤติกรรมของผู้ซื้อสินค้า</u>

9. อะไรคือวัตถุประสงค์หลักที่ท่านเลือกซื้อสินค้าของที่ระลึก (ตอบได้มากกว่า 1 ข้อ)

☐ 1. ซื้อเพื่อตกแต่งบ้านของตนเอง ☐ 2. ซื้อเป็นของฝากให้ผู้อื่น
☐ 3. ซื้อเพื่อเก็บสะสม ☐ 4. อื่นๆ โปรดระบุ.....

10. ส่วนใหญ่ท่านซื้อ/เคยซื้อสินค้าของที่ระลึกประเภทใดบ้าง (ตอบได้มากกว่า 1 ข้อ)

☐ 1. ประเภทอาหาร
☐ 2. ประเภทเครื่องดื่ม
☐ 3. ประเภทผ้า และเครื่องแต่งกาย
☐ 4. เครื่องใช้ และเครื่องประดับตกแต่ง
☐ 5. ศิลปะประดิษฐ์ และของที่ระลึก
☐ 6. สมุนไพรที่ไม่ใช้อาหารและยา

11. มูลค่าโดยประมาณที่ท่านจ่ายเพื่อซื้อสินค้าของที่ระลึก ในแต่ละครั้ง คือ

☐ 1. ต่ำกว่า 1,000 บาท ☐ 2. 1,000-5,000 บาท
☐ 3. 5,001-10,000 บาท ☐ 5. มากกว่า 10,000 บาท

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12. สถานที่ที่ท่านเลือกซื้อสินค้าของที่ระลึกประจำ

☐ 1. จากสถานผลิตโดยตรง ☐ 2. จากศูนย์จัดจำหน่ายสินค้าในจังหวัด

☐ 3. จากงานแสดงสินค้า ☐ 4. อื่นๆ โปรดระบุ.....

13. ส่วนใหญ่ท่านรู้จักสินค้าของที่ระลึกจากแหล่งใด (ตอบได้มากกว่า 1 ข้อ)

☐ 1. คำบอกเล่าจากคนรู้จัก ☐ 2. ค้นหาจากอินเตอร์เน็ต

☐ 3. โฆษณาทางโทรทัศน์ ☐ 3. โฆษณาหนังสือพิมพ์/นิตยสาร/ป้าย

☐ 4. อื่นๆ โปรดระบุ.....

14. ท่านซื้อสินค้าของที่ระลึกบ่อยเพียงใด

☐ 1. ทุกสัปดาห์ ☐ 2. ทุกเดือน ☐ 3. ทุก 3 เดือน

☐ 4. ทุกปี ☐ 5. หลายปีครั้ง

15. สินค้าของที่ระลึกที่ท่านเลือกซื้อบ่อนที่สุด 3 อันดับ คือ

15.1……

15.2……

15.3……..

16. ปัจจัยอะไรบ้างที่ท่านใช้ในการตัดสินใจเลือกซื้อสินค้าของที่ระลึกที่มาจากภูมิปัญญาท้องถิ่น

ปัจจัย	ระดับความสำคัญ				
	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
16.1 มีรูปแบบสินค้าที่สวยงาม ถูกใจ					
16.2 สินค้ามีความหลากหลายทั้งรูปแบบ สีและขนาด					
16.3 การผลิตมีคุณภาพดี มีความคงทน ไม่เสียง่าย					
16.4 ราคาไม่แพง เหมาะสมกับคุณภาพ					
16.5 มีการลดราคาสินค้า หรือจัดรายการส่งเสริมการขายเป็นประจำ					
16.6 ความแปลกใหม่ของผลิตภัณฑ์					
16.7 ลักษณะของบรรจุภัณฑ์					
16.8 สถานที่จัดจำหน่ายสินค้าสะดวกต่อการเดินทางเข้าถึงง่าย					

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ปัจจัย	ระดับความสำคัญ				
	น้อยที่สุด	น้อย	ปานกลาง	มาก	มากที่สุด
16.9 สินค้ามีชื่อเสียงเป็นที่รู้จัก ได้รับการยกย่องเป็นสินค้าระดับ 3-5 ดาว					
16.10 สินค้ามีความเป็นเอกลักษณ์เฉพาะถิ่น					
16.11 การสนับสนุนสินค้าที่มาจากภูมิปัญญาท้องถิ่น					
16.12 สืบทอดวัฒนธรรม ประเพณีดั้งเดิม					
16.13 ช่วยส่งเสริมธุรกิจของคนไทย					
16.14 อิทธิพลจากบุคคลหรือสิ่งต่างๆ ต่อการตัดสินใจเลือกซื้อสินค้าของที่ระลึก					
• คนในครอบครัว					
• คนรู้จัก/เพื่อน					
• เจ้าของร้าน/พนักงานต้อนรับ					
• กระแสนิยมเรื่องภูมิปัญญาไทย/สินค้าไทย					
• สื่อโฆษณา					
• ผู้ที่รับของที่ระลึกที่จะซื้อไปฝาก					

17. สิ่งที่ท่านคิดว่าเป็น **<u>จุดแข็ง</u>** ที่ทำให้สินค้าของที่ระลึกในจังหวัดอุบลราชธานีมีความสามารถในการแข่งขันกับสินค้าประเภทอื่นๆ ได้ กรุณาเรียงลำดับจากมากไปน้อย 3 อันดับ

..... 1. มีรูปแบบของสินค้าที่สวยงาม

..... 2. สินค้ามีความหลากหลายทั้งรูปแบบ สี และขนาด

..... 3. การผลิตมีคุณภาพดี

..... 4. ราคาไม่แพง เหมาะสมกับคุณภาพ

..... 5. ความแปลกใหม่ของผลิตภัณฑ์

..... 6. สินค้ามีความเป็นเอกลักษณ์เฉพาะถิ่น

..... 7. อื่นๆ โปรดระบุ.....

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18. สิ่งที่ท่านคิดว่าเป็น **<u>จุดอ่อน</u>** ที่อาจทำให้สินค้าของที่ระลึกในจังหวัดอุบลราชธานีสูญเสียความสามารถในการแข่งขันกับสินค้าประเภทอื่นๆ ได้ กรุณาเรียงลำดับจากมากไปน้อย 3 อันดับ

..... 1. มีรูปแบบของสินค้ายังขาดความประณีต สวยงาม

..... 2. ไม่มีความหลากหลายทั้งรูปแบบ สี และขนาด

..... 3. วัสดุที่ใช้คุณภาพไม่ค่อยดี ไม่มีความคงทน เสียหายง่าย

..... 4. ราคาแพง เมื่อเทียบกับสินค้าประเภทอื่นๆ

..... 5. รูปแบบสินค้าซ้ำๆ ไม่มีความแปลกใหม่ในตัวผลิตภัณฑ์

..... 6. ไม่มีความเป็นเอกลักษณ์เฉพาะถิ่น

..... . 7. อื่นๆ โปรดระบุ.....

19. ท่านคิดว่า อะไรเป็นโอกาสที่จะช่วยเพิ่มความเจริญเติบโตในสินค้าของที่ระลึกในจังหวัดอุบลราชธานี

19.1.....

19.2.....

19.3.....

19.4.....

20. ท่านคิดว่าอะไรเป็น**<u>อุปสรรค</u>**ขัดขวางการเจริญเติบโตของสินค้าของที่ระลึกในจังหวัดอุบลราชธานี

20.1.....

20.2.....

20.3.....

20.4.....

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