

Guidelines for Marketing Development of a Small and Micro Community Enterprise: A Case Study of Rai San Fan Community Enterprise, Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province

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Abstract

The purposes of this research were to: 1) study the state and problems of marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province; and 2) develop the guidelines for marketing development for Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province using participation action research (PAR). The samples used in the study were 20 members

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affiliated to Rai San Fan Community Enterprise, two members of marketing academic staff drawn by purposive sampling method, and 400 product consumers of Rai San Fan Community Enterprise, selected by accidental sampling method. The Mixed Method Research (MMR) including observation, in-depth interview, questionnaires, and focus group technique was employed for data collection. The research study was conducted based on Marketing Mix Model (the four Ps: Products, Price, Place, and Promotion). The quantitative data were systematically analyzed to determine percentage and mean, and also the qualitative data to capture categories using a content analysis. According to the results of the study, the inappropriate packaging, labeling, branding, the lack of price tag, the lack of standard prices, and the lack of continual promotion were found to be the most serious problems at Rai San Fan Community Enterprise. With regards to the guidelines for marketing development of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province, the results revealed that the marketing management should focus on 1) improving packaging, and labeling, 2) systematically setting a price and proposing a discount rate to attract customers, 3) increasing distribution channels by using consignment at community networks and also refining the area around Rai San Fan Community Enterprise shop, and 4) increasing marketing promotion using distributing brochures, billboards and public relations via radio broadcast, local newspaper and internet throughout the community.

Keywords: *Guidelines for Marketing Development, Marketing Mix Model, Community Enterprise*

แนวทางการพัฒนาด้านการตลาดของวิสาหกิจชุมชน: กรณีศึกษาวิสาหกิจชุมชนไร่สานฝัน ตำบลนิคมสร้างตนเอง อำเภอมือง จังหวัดลพบุรี

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์ 1) เพื่อศึกษาสภาพและปัญหาของการจัดการด้านการตลาดของวิสาหกิจชุมชนไร่สานฝัน ตำบลนิคมสร้างตนเอง อำเภอมือง จังหวัดลพบุรี และ 2) เพื่อกำหนดแนวทางการพัฒนาด้านการตลาดของวิสาหกิจชุมชนไร่สานฝัน ตำบลนิคมสร้างตนเอง อำเภอมือง จังหวัดลพบุรี กลุ่มตัวอย่างที่ใช้ในการวิจัยแบ่งเป็น 3 กลุ่ม ได้แก่ 1) สมาชิกกลุ่มวิสาหกิจชุมชนไร่สานฝันตำบลนิคมสร้างตนเอง อำเภอมือง จังหวัดลพบุรี จำนวน 20 คน 2) ลูกค้าที่ซื้อผลิตภัณฑ์ของวิสาหกิจชุมชนไร่สานฝัน จำนวน 400 คน และ 3) นักวิชาการด้านการตลาดจำนวน 2 คน การวิจัยครั้งนี้เป็นการวิจัยเชิงปริมาณและคุณภาพเน้นการวิจัยแบบมีส่วนร่วมใช้เทคนิคการเก็บรวบรวมข้อมูลหลายวิธี ได้แก่ การสังเกต การสัมภาษณ์เชิงลึก การใช้แบบสอบถาม

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และการสนทนากลุ่ม การศึกษาใช้กรอบแนวคิดของส่วนประสมการตลาด 4 Ps ได้แก่ ผลิตภัณฑ์ ราคา การจัดจำหน่าย และการส่งเสริมการตลาด ทำการวิเคราะห์ข้อมูลเชิงปริมาณโดยใช้สถิติพรรณนา ได้แก่ ร้อยละ ค่าเฉลี่ย และส่วนเบี่ยงเบนมาตรฐาน ส่วนข้อมูลเชิงคุณภาพใช้การวิเคราะห์เนื้อหา ผลการวิจัย พบว่า การจัดการตลาดของวิสาหกิจชุมชนไร่นาสวนผสมมีปัญหาการจัดการตลาดหลายประการ ได้แก่ บรรจุภัณฑ์ ฉลาก และตราสินค้า ยังไม่เหมาะสม ไม่มีการระบุราคาสินค้าให้ลูกค้า รับทราบ การตั้งราคายังไม่เป็นไปตามมาตรฐานสากล และมีการส่งเสริมการตลาดน้อยและไม่ต่อเนื่อง เป็นต้น แนวทางการพัฒนาแนวทางการพัฒนาด้านการตลาดของวิสาหกิจชุมชนไร่นาสวนผสม ได้แก่ 1) การปรับปรุงรูปแบบบรรจุภัณฑ์ และฉลาก 2) กำหนดราคาสินค้าและส่วนลดให้เป็นระบบ และจูงใจ 3) เพิ่มช่องทางการจำหน่ายโดยนำสินค้าไปฝากขายตามเครือข่ายวิสาหกิจชุมชน และสถานที่ต่างๆ มากขึ้น และปรับปรุงบริเวณโดยรอบของไร่นาสวนผสม และ 4) เพิ่มการส่งเสริมการตลาด โดยจัดทำแผ่นพับ ป้ายโฆษณา ประชาสัมพันธ์ทางวิทยุชุมชน หนังสือพิมพ์ท้องถิ่น และอินเทอร์เน็ต

คำสำคัญ: แนวทางการพัฒนาด้านการตลาด ตัวแบบส่วนประสมการตลาด วิสาหกิจชุมชน

Introduction

After the economic crisis in 1997, the Thai government and organizations considered small and micro community enterprise as a way to alleviate the poverty caused by the economic crisis both in urban and rural areas. Several policies and measures were issued to recover the economy based on the grass-root economy concept in which the local wisdom was integrated to natural resources surrounding the communities to gain advantages through various forms of activities conducted based on principles of honesty, virtue and business ethics (Khajonkittiya, 2007: 150).

The small and micro community enterprise is a guideline used to develop and sustain local cultures which will make practitioners feel proud and achieve business success. The guidelines for the local development that helps conserve nature will elevate the quality of life of people to a high level and also help increase the confidence of organizational stakeholders in supporting the development. The guidelines for the local development comprise promotion and production using activities based on marketing principles including marketing, production, conducting activities, and applying technology to production, which leads to the local development (Promsen, 2004: 2-3).

However, the ideal of establishing a successful small and micro community enterprise is still faced with problems such as the lack of potential analysis, the lack of management skills, the lack of business planning, the lack of priority, and the lack of marketing analysis. When a small and micro community enterprise has been established, there have always been problems regarding the lack of specific knowledge in terms of accounting, marketing, product development, marketing analysis, working capital, and the dependence on outsource suppliers etc. Different small and micro community enterprises need help from the government in different ways. The small and micro community enterprises located in poverty-stricken areas need to enlarge their markets for their product distribution and also require frequent meetings held by the government, which will lead to idea exchanging of how to solve problems facing the members of small and micro enterprises as well as lead to training done by the government organizations on the topic of product planning including supporting equipment and places for distribution. From the aforementioned problems and the needs of small and micro community enterprises, the government sector should act as a leader for a social connection so as to increase community knowledge (Khajonkittiya, 2007: 154).

Rai San Fan Community Enterprise at Nikhom Sang Ton-eng was registered on December 15th, 2005. Now, it is located at 452/2, Moo 6, Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province and has 20 members in total. After exploring the area for the research, many problems about its marketing were found, especially in terms of products, such as inappropriate packaging and design. The problems concerned, for example, were packaging cereal rice, cold-pressed oil, rice bran oil, coconut oil, garlic oil, and moringa oil in a plastic bottle package with small letters on the label. After interviewing a sales person, it revealed that customers frequently made a complaint about incorrect information on product labels. In the aspect of price, it was found that there was no price tag in each type of goods and uncertain discount rates for customers shown on the labels. With regard to the problems of distribution, there are a few distribution outlets which were at Head Office of Rai San Fan Community Enterprise and Lotus Department Store, Lop Buri Province (Bamrungsuk, 17 July 2015).

From the aforementioned discussion, the researchers realized the needs to investigate the marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, LopBuri Province in order to develop its marketing management guidelines by using participation action research. These marketing management guidelines will help increase product sales volume and incomes for Rai San Fan Community Enterprise and sustain the growth of organic products.

Research Objectives

The objectives of this study were twofold:

1. To study the state and problems of marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province.
2. To develop guidelines for marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province.

Two research questions were addressed in this study:

Research Question 1: What are the state and problems of marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, LopBuri Province?

Research Question 2: What should be the guidelines for the development of marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province?

Review of the Literature

In this section the literature on marketing management, small and micro community enterprise and Rai San Fan Community Enterprise are reviewed.

Marketing Management

Marketing management is the art and science of choosing target markets and getting, keeping and increasing customers through delivering communication and creating value to superior customers (Kotler & Keller, 2012: 27). According to Emmanuel (2009), marketing management is a process used to determine the customer needs or wants, to develop the product and/or service to satisfy needs or wants, to develop the process to reach customers, to determine the methods to distribute the product or service, to create a place for transaction of the product and/or service with the customers and to satisfy the customer's needs or wants in the final analysis. Marketing management is one of the important elements of managing business because it facilitates the activities and functions involving in the distribution of goods and services. Furthermore, marketing management has gained importance to overcome increasing competition and the need for improving methods of distribution to reduce cost and to increase profits. Nowadays marketing management is the most important function in commercial and business enterprises.

McCarthy & Perreault classified various marketing activities into marketing-mix tools of four broad kinds, which he called the four Ps of marketing: product, price, place and promotion (Kotler & Keller, 2012: 5). The marketing variables under each P can be described as the following: 1) Product is anything that can be offered to a market for attention, acquisition, use or consumption that might satisfy a want or need and as such P is also product variety, quality, design, features, brand name, packaging, sizes, services, warranties, and returns; 2) Price is the amount of money customers have to pay to obtain the product, including price, discounts, allowances, payment period and credit term; 3) Places includes activities that make the product available to target consumers

such as channels, coverage, assortments, locations, inventory and transport; and 4) Promotion means activities that communicate the merits of the product and persuade target customers to buy it such as advertising, personal selling, sales promotion, and public relations as shown in Figure1.

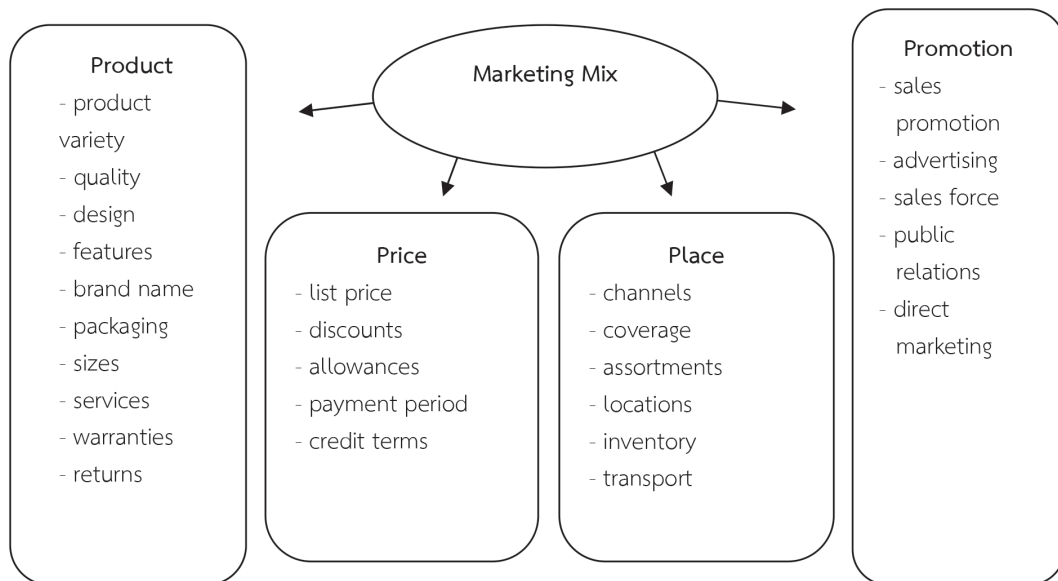


Figure1: The Four P Components of the Marketing Mix

Source: Kotler & Keller (2012: 47)

The Marketing Management Process

According to Peter & Donnelly (2013: 15-18) marketing management can be defined as “the process of planning and executing the conception, pricing, promotion, and distribution of goods, services, and ideas to create exchanges with target groups that satisfy customer and organizational objectives”. It should be noted that this definition is entirely consistent with the marketing concept, since it emphasizes serving target market needs as the key to achieving organizational objectives.

Situation Analysis: With a clear understanding of organizational objectives and mission, the marketing manager must then analyze and monitor the positions of the firm and, specifically, the marketing department, in terms of its past, present, and future

situations. Of course, the future situation is of primary concern. However, analyses of past trends and the current situation are most useful for predicting the future situation.

The situation analysis can be divided into six major areas of concern: 1) the cooperative environment; 2) the competitive environment; 3) the economic environment; 4) the social environment; 5) the political environment; and 6) the legal environment. In analyzing each of these environments, the marketing executive must search for both of opportunities and constraints or threats to achieve objectives. Opportunities for profitable marketing often arise from changes in these environments that bring about new sets of needs to be satisfied. Constraints on marketing activities, such as limited supplies of scarce resources, arise from these environments as well.

Marketing Planning: The previous sections emphasized that 1) marketing activities must be aligned with organizational objectives and 2) marketing opportunities are often found by systematically analyzing situational environments. Once an opportunity is recognized, the marketing executive must then plan an appropriate strategy to take advantage over the opportunity. This process can be viewed in terms of three interrelated tasks: 1) establishing marketing objectives; 2) selecting the target market; and 3) developing the marketing mix.

1) Establishing Objectives: Marketing objectives usually are derived from organizational objectives; in some cases where the firm is totally marketing oriented, the two are identical. In either case, objectives must be specified and performance in achieving them should be measurable. Marketing objectives are usually stated as standards of performance (e.g., a certain percentage of market share or sales volume) or as tasks to be achieved by given dates. While such objectives are useful, the marketing concept emphasized that profits rather than sales should be the overriding objective of the firm and marketing department. In any case, these objectives provide the framework for the marketing plan.

2) Selecting the Target Market: The success of any marketing plan hinges on how well it can identify customer needs and organize its resources to satisfy them profitably. Thus, a crucial element of the marketing plan is selecting the groups or segments of potential customers the firm is going to serve with each of its products. Four important questions must be answered:

1. What do customers want or need?
2. What must be done to satisfy these wants or needs?
3. What is the size of the market?
4. What is its growth profile?

3) Developing the Marketing Mix: The marketing mix is the set of controllable variables that must be managed to satisfy the target market and achieve organizational objectives. These controllable variables are usually classified according to four major decision areas; product, price, promotion, and place (or channels of distribution). The importance of these decision areas cannot be overstated, and in fact, the major portion of this text is devoted to analyzing them.

The output of the foregoing process is the marketing plan. It is a formal statement of decisions that have been made on marketing activities; it is a blueprint of the objectives, strategies, and tasks to be performed.

Implementation and Control of the Marketing Plan: Implementing the marketing plan involves putting the plan into action and performing marketing tasks according to the predefined schedule. Even the most carefully developed plans often cannot be executed with perfect timing. Thus, the marketing executive must closely monitor and coordinate implementation of the plan. In some cases, adjustments may have to be made in the basic plan because of changes in any of the situational environments. For example, competitors may introduce a new product. In this event, it may be desirable to speed up or delay implementation of the plan. In almost all cases, some minor adjustments of fine tuning will be necessary in implementation.

Controlling the marketing plan involves three basic steps. First, the results of the implemented marketing plan are measured. Second, these results are compared with objectives. Third, decisions are made on whether the plan is achieving objectives. If serious deviations exist between actual and planned results, adjustments may have to be made to redirect the plan toward achieving objectives.

Marketing Information Systems and Marketing Research: Throughout the marketing management process, current, reliable, and valid information is needed to make effective marketing decisions. Providing this information is the task of the marketing information system and marketing research.

Small and Micro Community Enterprise

The term “small and micro enterprise” is not commonly used in Thailand, as more frequent reference is made to the designation, “small and medium enterprise” or SME.

According to Narong Phetprasert & Phithaya Wongkul (2009: 35) a small and micro enterprise refers to managing a business owned and run by a community. The members of the community own factors of production or community capital which consists of resources, products, knowledge, local wisdom, cultural capital, and social capital.

As defined by Community Enterprise Act 2548, community enterprise refers to affairs related to producing, providing services, and to other activities run by a group of persons whether a juristic entity or not, having binding, a common of life and run such business together in order to generate revenue and self-reliance of family, community and among communities (Phetprasert&Wongkul, 2009: 246).

Characteristics of Community Enterprise

As noted by Lop Buri Cooperative Provincial Office (2008), the characteristics of community enterprise are as follows:

1. Community-owned and -operated by community itself
2. Using material, resources, capital and labor of community
3. Using local wisdom
4. Project and operation plan are in accord with enterprise objectives
5. Focus is on participation and learning process
6. Target self-reliance of family and community

Activities of Community Enterprise

The activities of community enterprises are as follows: (Lop Buri Cooperative Provincial Office, 2008)

1. Food processing or value added products for community outputs derived from agricultural products.
2. Products and services taken from resources and local wisdom such as herbal medicine, fruit wine, tourist attractions and handicraft.

3. Products for use within community such as fertilizer, fish sauce, food, herbal medicine, and community museum.

4. Development of market systems, services and community welfare such as a community shop, community market, and community health care center.

Rai San Fan Community Enterprise

A group of agriculturalists led by Ms. Panomporn Bamrungsuk established Rai San Fan Community Enterprise on the concept of the integration of asustainable organic agriculture group. Rai San Fan Community Enterprise was supported by government organizations to found a learning center named LawoThani Non-Toxic Farming. Its products consist of five groups, namely supplementary food, herbal medicine, organic cereal rice, cosmeceutical products, and others products as shown in Table 1 (Rai San Fan Community Enterprise, 2014).

Table 1: Products of Rai San Fan Community Enterprise

Type of Products	Products
1. supplementary food	germ oil, sunflower milk, coconut oil, garlic oil, cold-pressed oil, etc.
2. herbal medicine	moringa capsule, no ni juice, etc.
3. organic cereal rice	cereal rice, black jasmine rice, gaba rice, virgin rice barn, etc.
4. cosmetics	black rice shampoo, organic honey, herbal spray, body lotion, shower spa, etc.
5. other products	non-toxic vegetable, sunflower tea, black jasmine coffee, black rice germ beverage, balm, etc.

Table 1 shows five types of products of Rai San Fan Community Enterprise accordingly: 1) supplementary food such as germ oil, sunflower milk, coconut oil, garlic oil, and cold-pressed oil, 2) herbal medicine such as moringa capsule, no ni juice, 3) organic cereal rice such as cereal rice, black jasmine rice, gaba rice, and virgin rice barn, 4) cosmetics such as black rice shampoo, organic honey, herbal spray, body lotion, and shower spa, and 5) other products such as non-toxic vegetable, sunflower tea, black jasmine coffee, and black rice germ beverage, etc.

Conceptual Framework

The conceptual framework of the research is shown in Figure 2:

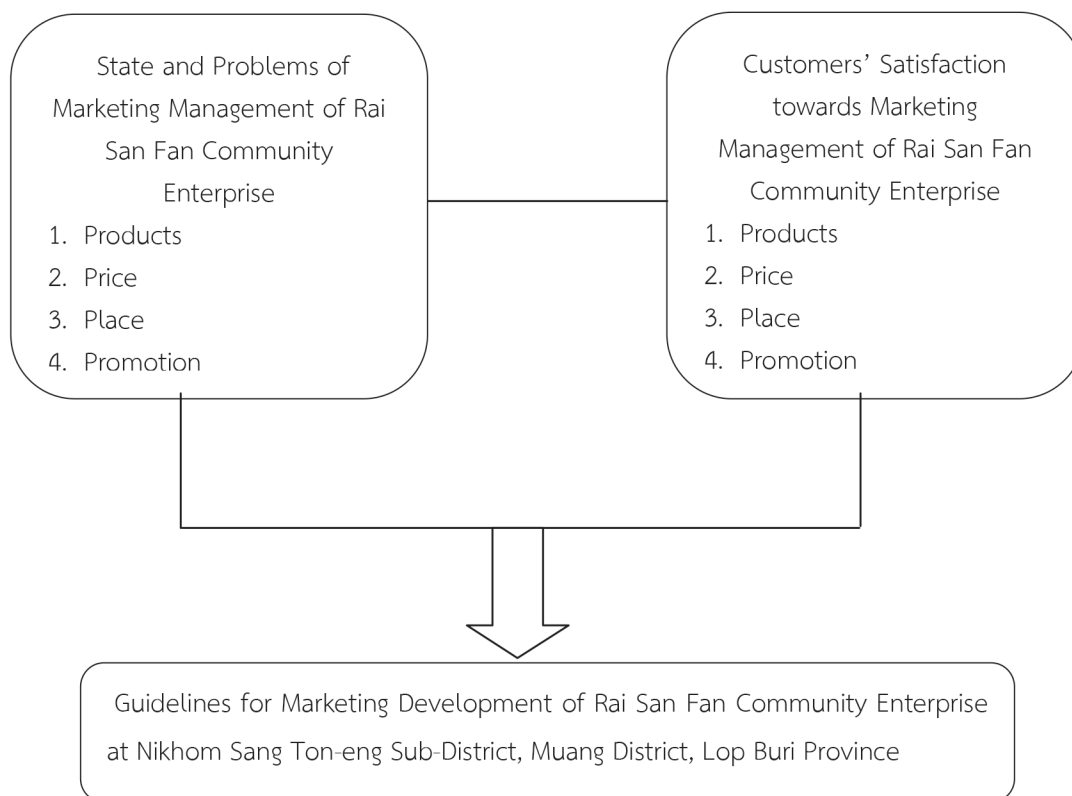


Figure 2: Conceptual Framework

Research Methodology

Research Method

Quantitative and qualitative research methods were employed to conduct this study. The data were collected between November 2015-January 2016 through an observation, in-depth interviews, questionnaires, and focus groups technique. The quantitative data were systematically analyzed using descriptive statistics (percentage and mean). The qualitative data were analyzed using content analysis.

Population and Sample

The samples in this research were divided into three groups: 1) 20 members of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District, Lop Buri Province chosen by purposive sampling, 2) two members of marketing academic staff drawn by purposive sampling and 3) 400 customers of Rai San Fan selected by accidental sampling.

Research Instrument

The instruments adopted in this study are as follows:

1. Observation to collect data by researchers to find the state and problems of marketing management of Rai San Fan Community Enterprise.

2. Semi-structured interview questions to collect data from three Rai San Fan members and five customers to find state and problems of marketing management.

3. Questionnaire to measure the customers' satisfaction towards marketing management of Rai San Fan Community Enterprise, consisting of three parts: 1) general information of customers, 2) information about consumers' behaviors, and 3) customers' satisfaction concerning marketing management of Rai San Fan Community Enterprise. There were 26 questions in this part, using a 5-point rating scale.

4. The open-ended questions for focus group techniques to find guidelines for the marketing development of Rai San Fan Community Enterprise consisted of four aspects, namely products, price, place and promotion.

Data Analysis

The quantitative data were analyzed using descriptive statistics (percentage and mean). The qualitative data were analyzed using content analysis.

Results and Discussion

The research findings are described in detail as follows:

The researchers identified the state and problems of marketing management of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang District,

Lop Buri Province faced by the researchers and the two groups of its stakeholders (Rai San Fan Community Enterprise members and customers who consumed its products) using an observation, an in-depth interview, a questionnaire, and a focus group technique. The results were as follows:

1. The researchers found the state and problems of marketing management of Rai San Fan Community Enterprise through observation and in-depth interview, with three members and five customers of Rai San Fan Community Enterprise. The findings are found in four aspects as follows:

1.1 Product: Rai San Fan Community Enterprise produced many organic products such as cereal rice, non-toxic vegetable, supplementary food, oil products (rice bran oil, garlic oil, sunflower oil, coconut oil, etc.), herbal medicine, beauty care products (soap, shampoo, skin cream, skin oil, etc.) and so on. The members and customers of Rai San Fan Community Enterprise had an agreement that the products have problems in terms of inappropriate packaging, unclear label, and no warranty system.

1.2 Price: Most of the products had no price tag on their packages except products regarding power, skin cream, herbal medicine. Based on the customers' opinion, it was found that the product prices shown on tags were not reasonable for the product quality.

1.3 Place: Rai San Fan Community Enterprise had few distribution channels for selling its products. The main distribution channel was only buying products by the customers themselves at Rai San Fan Community Enterprise. The other distribution channel of Rai San Fan Community Enterprise was a consignment by its consignees which were OTOP shop, TESCO LOTUS Department Stores located in Lop Buri and Bangkok. Besides, the customers ordered some products using telephoning, and the products were sent to them by mail in return.

1.4 Promotion: The findings from an in-depth interview revealed that there was a low investment in sales promotion. Its products were promoted only by using brochures and some journals of health care.

The result, of the in-depth interviews with three members and five customers of Rai San Fan Community Enterprise, showed that Rai San Fan Community Enterprise had many problems as follows: having small size letters shown on the labels, unsuitable

packaging and labeling, no price tags given on the products, high cost of distribution, no prospective locations and inadequate sales promotions. The finding is in line with the previous study done by Proungkasorn Wonganuproungkul (2009). Also, the results of this study are consistent with previous research, which discovered the problems of the Operation Potential of Community Enterprise in Pai District, Mae Hong Son Province. Those problems were the lack of producing know-how techniques, participation, transporting and serving infrastructure. The members also wanted to learn how to operate the enterprise, gain knowledge of producing know-how techniques in production, and advertising (Duanghirunpakdee, 2008).

2. The researchers evaluated 400 respondents' satisfaction towards marketing management of Rai San Fan Community Enterprise using a questionnaire. The questionnaires consisted of three sections: 1) Bio-data information of respondents 2) the consumers' behavior and 3) the consumers' satisfaction towards marketing management of Rai San Fan Community Enterprise.

2.1 Bio – Data Information: The demographic data obtained from the questionnaires included sex, age, occupation, educational level, and average income per month. It was found that the majority of the respondents were female (71.50%), age range was between 36–45 years (26.25%), occupation were government officials (25.00%), educational levels were bachelor degree (35.00%), and their average income per month were between 10,001–20,000 baht (38.00%).

Based on previous research, the findings were congruent with results from the in-depth interview, which derived from Narinrat Amphawanon, a member of Rai San Fan Community Enterprise, she stated in the interview as follows:

“The majority of our customers are female because most of the females love beauty more than males do. They are concerned about self-care regarding health and beauty. Most of our customers are in middle age, having enough money to buy products of Rai San Fan Community Enterprise.” (Amphawanon, 17 July 2015).

2.2 The consumers' behavior: the second section of the questionnaire was to examine the consumers' behavior including 1) types of products that consumers bought, 2) types of products that impressed consumers, 3) sources of products where consumer

bought, 4) types of media from which customers received information, 5) the number of times a year in which customers bought products, 6) the amount of money per time that consumers spent on products, and 7) reasons of consumers for buying products. It was found that the majority of respondents' behaviors were as follows: 1) 49.80% of customers bought supplementary food, 2) 29.25% of customers were impressed by herbal medicine, 3) 53.80% of customers bought products at Rai San Fan Shop, 4) 66.50% of customers received product information by word of mouth, 5) 39.75% of customers bought products more than 3 times per year, 6) 42.50% of customers bought products at 100–500 baht per time, and 7) 56.80% of customers tended to buy for health care.

These results co-incided with those of the in-depth interview with Panomporn Bamrungsuk, a leader member of Rai San Fan Community Enterprise. During the interview, she stated as follows:

“The majority of our customers who buy the products at Rai San Fan Community Enterprise have heard about the products’ information from the people living around. There are a few distribution channels and sales promotions for the products, however; the products could be well-known and sold out through the information passed by people’s words. More than half of the total customers tend to buy products regarding health care because they want to fulfill their needs of buying organic products to nourish their health.”
(Bamrungsuk, 17 July 2015).

Based on the questionnaires, the results correspond to the findings of the previous study done by Wisanu Homrareun (2012-2013), which indicated that the consumers had a low frequency of purchase for their purchasing behaviors and the sole purpose of purchasing the products was to nourish their health, costing them not more than 1,000 baht per month.

2.3 The customers’ satisfaction: the third section of the questionnaire was to examine the customers’ satisfaction towards marketing management of Rai San Fan Community Enterprise. The questionnaire aimed to obtain information in four aspects: 1) Product 2) Price 3) Place and 4) Promotion. The findings from the questionnaire are shown in Table 2.

Table 2: Satisfaction in Marketing Management of Rai San Fan Community Enterprise

Marketing Management Aspects	Level of Satisfaction		Interpretation
	\bar{X}	S.D.	
1. Product	3.34	1.09	Moderate
2. Price	3.22	1.15	Moderate
3. Place	3.36	10.5	Moderate
4. Promotion	3.65	1.08	High
Score	3.34	1.09	Moderate

Table 2 shows the respondents' satisfaction towards marketing management of Rai San Fan Community Enterprise. The overall score was rated at a moderate level. Promotion scored the highest while price scored the lowest.

The results derived from the questionnaires indicated that the overall score was rated at a moderate level. Accordingly, it could be justified that the marketing of Rai San Fan Community Enterprise was not well managed. However, the score in the aspect of promotion was rated at a high level, which was not in accordance with the results derived from Panomporn Bamrungsuk, a leader member of Rai San Fan Community Enterprise. While being interviewed, at one point, she mentioned the promotion cost of Rai San Fan Community Enterprise as follows:

"We do not have a lot of budget for marketing promotions. We only use brochures to disseminate the information about products and or pass the information about products through word of mouth, which costs very little. I think Rai San Fan Community Enterprise should invest more in sales promotions in the future." (Bamrungsuk, 17 July 2015).

From the in-depth interview, it revealed results which were congruent with the previous research conducted about Operation Potential of Community Enterprise in Pai District, Mae Hong Son Province. The coinciding result was the lack of marketing product advertising (Duanghirunpakdee, 2008).

In addition to the result mentioned above, Natthavon Jan-ngam, another customer of Rai San Fan Community Enterprise reported that:

“I think the results from the questionnaire analysis indicated reasonably overall moderate level scores because it is hard for Rai San Fan Community Enterprise to monitor many kinds of products under its production and management. However, I rely on the quality of the products at Rai San Fan Community Enterprise in spite of the fact that Rai San Fan Community Enterprise used unattractive and unbelievable packages on its products.” (Jan-ngam, 19 December 2015).

According to Table 2, the respondents’ satisfaction with marketing management of Rai San Fan Community Enterprise in the aspect of price was rated the lowest whereas the aspect of promotion was rated the highest. Based on the researchers’ opinion, this is ascribed to the fact that the customers found that pricing at Rai San Fan Community Enterprise was unreasonable compared to the product quality. Also, there is no price tag on the products. In the aspect of promotion, it could be concluded that the majority of customers were regular customers, who were familiar with products and satisfied with product dissemination via brochures and information passed by word of mouth. However, to enlarge market share, Rai San Fan Community Enterprise should invest more in sale promotions in the future.

3. Guidelines for marketing development of Rai San Fan Community Enterprise at Nikhom Sang Ton-eng Sub-District, Muang district, Lop Buri Province

To develop the guidelines of marketing management, the problems of marketing management of Rai San Fan Community Enterprise were analyzed and synthesized using SWOT analysis. The two stakeholder groups of Rai San Fan Community Enterprise (20 Rai San Fan members and two marketing academic staffs) participated in SWOT analysis using focus group technique. The results are presented in Tables 3 and 4.

Table 3: SWOT Analysis: Internal Environment Analysis

Internal Environment	
Strengths	Weaknesses
1. Products - Various products to meet customer needs focusing on organic products that promote health and customers' reliance on quality.	1. Products - Small and unclear brand of products. - Not attractive and too small font size on the product label. - Unattractive and unbelievable packages.
2. Place - Offering to deliver the products to customers by mail.	- No warranty systems.
3. Promotion - Focusing on advertising by word of mouth, which costs very little.	2. Price - No price listed on the product labels. - No sales using credit cards. - No price tags.
	3. Place - 30 percent premium delivery on the products in various outlets. - A few distribution channels.
	4. Promotion - Lack of continual sales promotion and advertisement. - Distribution via booths at festivals, lack of a systematic campaign of the products - Lack of promotion budget.

It can be seen in Table 3 that there were many strengths in marketing management of Rai San Fan Community Enterprise such as many kinds of products to meet customers' needs, focusing on products that enhance health care, offering a delivery of products to customers by mail, and focusing on advertising using words. However, there were many weaknesses, namely small font size shown on the brands and blurred letters, unattractive and too small labels, no warranty systems, no price tags for some products, no sales paid by credit cards, not many distribution channels, little sales promotion and advertising, and no systematic campaign.

Table 4: SWOT Analysis: External Environment Analysis

External Environment	
Opportunities	Threats
1. Customers' concerns care more about health and having enough money for buying products of Rai San Fan Community Enterprise. 2. Government's policy to support community enterprise focusing on organic farming.	1. Depression affecting sales.

Table 4 shows that there were two opportunities for fostering Rai San Fan Community Enterprise: There were many customers who cared more about health and most of them had regular jobs, so they had enough money for buying products, and there was also the supporting policy from the government to support community enterprise about organic farming. The result also revealed a threat of depression affecting sales.

The SWOT analysis from focus group, aiming to gather the opinion of stakeholders (20 Rai San Fan Community Enterprise members, 400 customers, and 2 members of academic staff in marketing) about the guidelines for marketing development of Rai San Fan Community Enterprise, and the effects of observation, in- depth interview, and data from questionnaires were also discussed. The results were as follows:

1. Product aspect guidelines:

- There should be a product development and strengthening by using the same brand for all products to make them identical under Rai San Fan Community Enterprise. The brand designer should be an expert.
- The shop should give first priority on packaging design of some products such as rice products and juice. They should not be packed in a distorted and fragile bottle.
- Product labels should be improved with focus on giving information to customers, the size of the fonts printed on labels and label color visibility.

2. Price aspect guidelines:

- The product price tags should be in the same position to see conveniently and make customers trust the products.
- There should be a systematic assurance.

3. Place aspect guidelines:

- There should be an increase in distribution channels.
- Products should be clearly classified into groups to be displayed to customers.
- The products sold best such as rice tea, instant organic rice coffee, and yangang mineral extraction should be placed at the best seller corner.
- There should be an improvement in the area around Rai San Fan Community Enterprise to make it clean and also attractive.

4. Promotion aspect guidelines:

- There should be more sales promotion such as coupons, trade show displays, in-store demonstrations, free samples and celebrity presentation.
- There should be more advertising using social network, namely application lines, website, community radio etc., and distributing brochures in different places apart from Rai San Fan Community Enterprise.

5. General aspect guidelines:

- There should be the development for Rai San Fan Community Enterprise to make it more well- established than it is nowadays by increasing its members and funds.

Conclusion

On the basis of the descriptive statistics, observations, in-depth interview and focus group technique, the following findings are considered relevant and worth noting. It is concluded that there are many strengths of marketing management of Rai San Fan Community Enterprise. The strengths include many kinds of products to meet customers' needs, focusing on products that enhance health care, offering delivery of products to customers by mail, and focusing on advertising using word of mouth. However, there are many weaknesses, namely small size brands and blurred letters, unattractive too- small labels, no warranty systems, no price tags for some products, no sales paid via credit

cards, not many distribution channels, less sales promotion and advertising, and no systematic campaign.

The study also proposes the guidelines for marketing development of Rai San Fan Community Enterprise as follows: 1) there should be a design on product brand by an expert and an improvement of product packaging and labeling; 2) the product price tags should be in the same position to see conveniently and make customers more trust of the product displaying a systematic assurance; 3) there should be increase on distribution channels, products sold at Rai San Fan Community Enterprise should be clearly classified into different groups to be displayed to customers, and the area around Rai San Fan Community Enterprise should be improved to look clean and attractive; 4) there should be more sales promotion such as coupons, trade show displays, in-store demonstrations, free samples and celebrity presentation and more advertising such as distributing brochures different places apart from Rai San Fan Community Enterprise, and there should be more public relation using social network.

Recommendations

1. General Recommendations

To develop marketing management of Rai San Fan Community Enterprise, members of Rai San Fan Community Enterprise should consider the following four aspects: 1) Product: There should be an improvement on product packaging and labeling, building strong brand and developing the system for the product quality warranty.; 2) Price: There should be the clear price of products shown on its label; 3) Place: There should be an increase on distribution channels and improvement around the area of Rai San Fan Community Enterprise to make it clean and attractive.; 4) Promotion: There should be more investment in promotion in many ways such as providing brochures, billboards, and public relation through community radio broadcast, local newspaper, and internet.

2. Further Study Recommendations

The findings of this study may over generalize. Thus, future studies in terms of (1) the guidelines for the development of marketing promotion of other community enterprises, (2) the guidelines for the development of marketing management of other

small and micro community enterprises to be compared to their successful competitors, and (3) the development of product styles and designs should be conducted.

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