

อุปสรรคของผู้ประกอบการผลิตภัณฑ์ชุมชนกลุ่มเบญจบูรพา
ในภาคตะวันออกของตลาดการค้าชายแดนไทย-กัมพูชา

Barrier to Benjaburapra Group of Thailand
community Product Entrepreneurs in the East
of Thailand-Cambodia Border Market

ทิชากร เกษรบัว (Thichakorn Kasornbua)¹
ธนาณท์ ปิ่นสม (Chanon Pinsam)²

บทคัดย่อ

งานวิจัยนี้ทำการวิเคราะห์อุปสรรคของผู้ประกอบการผลิตภัณฑ์ชุมชนกลุ่มเบญจบูรพาที่มีผลกระทบต่อการขยายตลาดไปยังชายแดนไทย-กัมพูชา ทำการเก็บข้อมูลจากผู้ประกอบการผลิตภัณฑ์ชุมชน จำนวน 81 คน และผู้ประกอบการบริเวณชายแดน จำนวน 30 คน โดยการสัมภาษณ์เชิงลึก และทางโทรศัพท์ ผลการวิจัยแสดงให้เห็นว่าอุปสรรคภายนอกมีผลกระทบต่อผู้ประกอบการผลิตภัณฑ์ชุมชนมากกว่าอุปสรรคภายใน อุปสรรคภายนอกที่มีผลต่อผู้ประกอบการ ผลิตภัณฑ์ชุมชนมากที่สุดคือ อุปสรรคด้านความแตกต่างทางวัฒนธรรม สำหรับอุปสรรคด้านประสบการณ์ของผู้ประกอบการเป็นอุปสรรคภายนอกที่มีผลต่อผู้ประกอบการผลิตภัณฑ์ชุมชนในตลาดชายแดนไทย-กัมพูชามากที่สุด

คำสำคัญ : ผลิตภัณฑ์ชุมชน อุปสรรค การค้าชายแดน

¹Assistant Professor Doctor at Faculty of Business Administration and Service Industry, King Mongkut's University of Technology North Bangkok.

²Assistant Professor at Faculty of Business Administration and Service Industry, King Mongkut's University of Technology North Bangkok.

Abstract

This research analyzed the barriers to the Benjaburapra Group community product entrepreneur that affected the market expansion to Thailand-Cambodia border. Data were collected by an in-depth interview; face-to-face and telephone, from 81 community product entrepreneurs and 30 border entrepreneurs. The findings indicated that the external barriers had more influence on the community product entrepreneur than the internal barriers. The biggest external barrier to the community product entrepreneur was a cultural difference. Experience barrier was the biggest internal barrier to the community product entrepreneur in Thailand-Cambodia border market.

Keywords: community product, barrier, border trade

Introduction

Border trade began to take a more important role in the international trade, in particular the establishment of the ASEAN Economic Community (AEC). Thailand is a country enjoying the advantage of border trade. Owing to the country's geography as the hub of many neighboring countries, Thailand has the transportation cost and a good source of dumping Thai oversupply, moreover, a channel of searching cheap raw materials to supply the local production. At the mention of Thailand's border trade, there are border channels for Thailand's trade with neighbors around 89 points (including border checkpoint, temporary checkpoint, and checkpoint for border trade) which also have a tendency to expand. (R. Keawmanee, 2013)

Currently, in Thailand, there are border trades with 4 neighboring countries, Malaysia, Myanmar, Laos, and Cambodia. It's discovered that from 2012 the Thailand-Cambodia border trade between has the highest growth rate, whereas a growth rate of border trade tends to be decrease. In order

to stimulate the growth rate of Thailand-Cambodia border trade, the support of marketing for the entrepreneurs; large, medium, small or even the One Tambon One Product entrepreneurs; should be placed the emphasis on. It is shown in table 1 and figure 1.

The border trade between Thailand-Cambodia is important for the expansion of international trading. Comparing Thai-Cambodia international trade value in 2017 (Jan – Nov) revealed that the total international trade value of Thailand and Cambodia as 186,898.42 million Baht accounted for the border trade of 113,830.32 million Baht equaling to 60.90%. It indicates that the international trading value between Thailand and Cambodia is mainly made up of border trade. Hence, a decrease in the growth rate of Thailand-Cambodia border trade could affect the international trading. This effect is not only on the large industry, medium, small enterprise, but also the community entrepreneurs because the border trade is the most trading channels used by the community entrepreneurs for international market expansion.

Referring to the community entrepreneurs or local business person in Thailand as One Tambon One Product entrepreneurs, One Tambon One Product is a governmental policy that aims to create jobs and increase income for the communities. One Tambon One Product initiative has been launched from 2001. Although the conduct of One Tambon One Product has continued for many years, it has considerable troubles with marketing such as no marketplace, no marketing channel and market expansion problem, etc. Dealing with border trade could be a solution for the entrepreneurs to build up the marketing channel. Thus, the research into the barriers of community product entrepreneur in Thailand-Cambodia border market is conducted; in consequence, the solutions to approaching the Thailand-Cambodia border market expansion for the ruler product entrepreneur in Thailand.

Objectives of The Study

This research had the objective to analyze the barriers to community product entrepreneur to expand the market in Thailand-Cambodia border.

Concept of Community Entrepreneurship

The rural enterprise or firm Keeble (1993) takes account of the firm size, distinctive formation which the life of running a firm in rural is shorter than an urban firm is. North and Smallbone (1996), and Smallbone et al., (1999) showed that the cost of labor within the rural firm was lower furthering business development. Moreover, Smallbone et al., (1993) found low levels of labor turnover in rural periphery. On the contrary, Meccheri and Pelloni (2006) negatively stated the characteristics of the rural entrepreneurship that it was based on the geographic remoteness. There were, furthermore, the unfavorable issues of rural entrepreneurship such as the higher cost of traveling time, distance from the population or consumer center, isolated away from the institutional and organizational assistance, as well as the economic infrastructure.

Financing of rural entrepreneurship does not rely on the geography but rely on the entrepreneurial management. Harrison (1993) corroborated that the advantage of the rural firm was independent of financial resources. As found by Keeble (1993) research, cost and financial availability highly proportioned to encourage the firm growth. Therefore, it cannot be definitely concluded that how financing influences the rural entrepreneur performance.

For environmental influence, the rural entrepreneurship gets the advantages of environmental matter since they generally use resources in the locality for making their products. However, a thing that has to take into consideration is the appropriate integration of a firm into the environment, with business development consequence. Johnson and Rasker (1995)

revealed the data on the value of environment influencing the business location decision for the rural entrepreneur. The environment is a significant viewpoint to market such product.

Competitive capability; the rural entrepreneurship has a competitive disadvantage owing to the much more geographic remoteness than the urban firm associating with less of technology and any assistance. However, the rural entrepreneurship that is adaptable to the market also has an opportunity to create the competitive advantage. North and Smallbone (1996), and Smallbone et al., (1999) found that the achieved rural firm was adaptable complying with the rural conditions to produce and develop the marketing strategies under the limitation upon market size.

Regarding export, there are the limits of distance and getting support from the related agency for the rural entrepreneurship as the section of promotion and support mostly locate in urban. Keeble (1998), exporting by the rural entrepreneurship is limited by the peripheral market size and the distance between an economic center and populations. It signifies that the rural firm is more isolated away from new customer finding activities and other regional markets than the urban firm are.

Community Product of Thailand

The community product of Thailand is known as One Tambon One Product (OTOP). One Tambon One Product is a program initiated by the government to stimulate the local or rural firm. This program targets at supporting in the rural area to make and market the goods or products locally. Its inspiration coming from a greatly successful program of Japan, One Village One Product, and the government formed Thai One Tambon One Product emphasizing the local and rural development, in consequence, the people living standards improved. By using local resources for production,

the goods or products are quality, distinctive, unique, consistent in each locality rural culture, moreover, marketable for domestic and national. One Tambon One Product (OTOP) products or community products of Thailand cover a wide assortment of local products. There are 5 categories including, food items (fresh agricultural products, processed foods and intermediate food products for related industry), beverages (alcoholic beverages, ready-to-drink beverages and instant drink powders), textiles and clothing (woven fabrics, natural fiber or natural synthetic fiber knitted fabrics, apparel, all type material fashion accessories). The further categories are household, decorative items and souvenirs (furniture, office equipment, home décor, general supplies and utilizable wickerwork products) as well as non-edible herbal products (non-consume natural product).

In Thailand, the aim of developing and raising the standards of the community product of Thailand is pursued to expand the distribution channel, increase the entrepreneur and manufacturer income. In addition, there are promoting, conserving and maintaining Thai wisdom to widen community product of Thailand appreciation; consequently, going up community product quality standards for facing globalized competition as ASEAN region, Asia, Europe, and America etc.

Barriers to International Entrepreneurship

Leonidou (2004) mentioned that barriers were limitation or obstacles to a firm's capability to progressively initiate, develop and sustain business operations in the foreign market. Leonidou (1995, 2004) ; Koksal and Kattaneh (2011) ; Indra Dusoye et al., (2013) categorized barriers to exporting and international trade as the internal barrier and external barrier.

Internal barriers are organizational factors comprising the firm's structure and behavioral viewpoint that relevantly influences the international business or exporting. (Leonidou, 1995, 2004) classified the internal barriers as incorporation informational, functional and marketing. While Su and Adams (2010) classifying, the internal barriers were the product, resources, firm scale, management, experience. Additionally, Indra Dusoye et al., (2013) divided internal barriers into marketing barrier, functional barrier, and informational barrier. (Table 2)

External barriers are the uncontrollable barriers and organization's insolvable issues (Leonidou, 2004). Concerned problems with the external factors are marketing competition, country images, and bilateral foreign policy, thus, barriers to international trade relating to the environment in both nations. Leonidou (2004) classified the external barriers as comprising procedural barrier, governmental barrier, task barrier, and environmental barrier. Regarding Su and Adams (2010), the divided external barriers comprised government barrier, network barrier, marketing barrier, Cultural difference, geographic locations. Furthermore, Indra Dusoye et al. (2013) classified the external barriers as task barrier, governmental barrier, environment barrier, procedural barrier. (Table 3)

As regards analyzing barriers to the international entrepreneurship and concept of rural entrepreneurship, researcher divided the barriers to community product entrepreneurship internationally into 2 categories as internal barriers consisting of resource barrier, management barrier, experience barrier, and external barriers consisting of marketing barrier and cultural difference barrier. The following conceptual framework is provided. (Figure 2)

Methodology and Data Collection

The research on barriers to community product entrepreneurship used qualitative research methodology divided into 3 parts which were; part 1 in-depth interview with Thai community product entrepreneurs in BENJABURAPRA GROUP (this group consists of 5 provinces: Samutprakan, Chacheongsao, Nakhon Nayok, Prachinburi and Srakaew. The 5 provinces is located 250 kilometers from Aranyaprathet border in Thailand to Poipet border in Cambodia) 415 cases drawn from a database of community product in Thailand (www.thaitambon.com). Determining sample size by Yamane (1973) as 81 cases, sampling type was a quota sampling. Data from the community product entrepreneurship on their internal barriers; resource barrier, management barrier and experience barrier; were collected. Part 2, in-depth interview with Thailand-Cambodia border entrepreneur 30 cases, sampling type was convenience sampling. The external barriers data from Thailand-Cambodia border entrepreneurs as marketing barrier and cultural difference barrier were collected. The main survey was conducted in community product entrepreneurship during the months of April 2017 to May 2018. Carrying out the assessment of any instrument by 5 experts, content validity for proving extensive coverage of the content was indicated by the Index of item-objective congruence: IOC. For both parts, data collection generally used face-to-face interview and telephone interview (Uma Sekaran and Roger Bougie, 2013). The researcher analyzed the gathered data from the population and sample by Content analysis method (Kolbe and Burnett, 1991). Part 3, providing a training workshop for the community product entrepreneurs of Thailand 71 cases, the training evaluation used Likert Scale (Likert, 1970) with a range level of opinion from 1, minimum, to 5, maximum. Data analysis and statistics for comprised the descriptive statistics. The descriptive statistics were frequency, percentage, mean and standard deviation.

Findings and Analysis

1. Result of Community product entrepreneur

Table 4 findings show that, in general, the community product entrepreneurs run their business for shorter than 11 years (60.49%), have under 50 employees (96.30%) They have conducted the international business for 5-10 years (53.09%). Dealing the international business carries out through a middleman (55.55%).

As a researching result of the in-depth interview with the community product entrepreneurs, the largest internal barrier that the community product entrepreneurs facing in Thailand-Cambodia border trade is the experience barriers. In this regard, the greatest barrier is the knowledge barriers to Thailand-Cambodia border trade (81.50%). The second greatest barrier is the entrepreneurial experience barrier for border trading (79.0%). In other words, since the community product entrepreneurs have no knowledge and experience in Thailand-Cambodia border trade, the entrepreneurs, lack of confidence in Thailand-Cambodia border trading. Hence, they require that the related agents in Thailand acquaint with border trade and provide business matching to open the border market. Regarding the least internal barrier to the community product entrepreneurs, it is the management barrier (30.90%). Explaining, because the community product entrepreneurs generally produce the products with local labor and raw material, the extra purchase orders from border trade can be additionally supplied. Furthermore, interviewing the entrepreneurs revealed that there was their requirement to perform border trade in order to expand the market; hence the management barrier is considered being the least border trade barrier to the entrepreneurs.

Concerning resource barriers, the research indicates that the issues about the shortage of funds, inadequate for equipment, tools, machine and insufficiency for labor are the barriers to the entrepreneur equaling to

38.30%, 23.50% and 25.90% respectively. It was found that largely, the community product entrepreneurship were medium and small business; therefore, there were limitations to funds, equipment, tools, machinery, and labor. The domestic market is still the main market of the community product entrepreneurs, but there is some firms' readiness to expand the market to borderland. Hence, the resource barriers are held to be the serious barriers to the community product entrepreneurship in Thailand-Cambodia border trade. (Table 5 and figure 3)

2. Result of entrepreneurs around Thailand-Cambodia border

(Table 6) Researching results show that, generally, the entrepreneurs around Thailand-Cambodia border are 35-47 years old (56.67%). The duration of running border business mostly is lower than 7 years (53.33%). Their most customers are Thai and Cambodian customer (60%).

A consequence of in-depth interviewing with the entrepreneurs around Thailand-Cambodia border reveals that the largest external barrier is marketing barriers concerning the maximum of the community product having no brand, distinctiveness, packaging design and internationalized product label (90%). The interview finding indicated that most of Thailand community products have not the brand, internationalized packaging, and labeling, for example, GMP, HACCP, Halal. Marketing barrier is the second largest barrier, including pricing by community product entrepreneurs not support in sales promotion (83.33%). Distributing products in the borderland, the favored sales promotion among the border entrepreneurs is the price discount basing on the order quantity owing to one specified product price. For transportation barriers, the community product entrepreneurs are uninformed about channels of convenient and cost-saving transportation (71.43%). This research found that non-community product entrepreneurs

rarely transported products by themselves, but most of them used the public transportation with cost-saving consequence. By contrast, the community product entrepreneurs infrequently used this transportation channel, thus the high cost. Moreover, it was found that the community product entrepreneurs offered the product price that was unfulfilled with the consumer in borderland (33.33%). Because there are both wholesale and retail businesses in the borderland, the cost of wholesale must be lower than retail. Pricing by the community product entrepreneurs doesn't satisfy the entrepreneurs around the borderland of difference in retail and wholesale pricing.

Cultural difference barriers, the customers in borderland do not know the community product of Thailand (66.67%) and do not favor the no-brand or unknown products (66.67%). The interview with the entrepreneurs around borderland reveals that the consumers in the borderland, particularly Cambodians, do not know the community products of Thailand. In addition to Cambodian consumer behavior, they will not purchase the no-brand and unknown products, thus the border trade barriers to the community product entrepreneurs. (Table 7 and figure 4)

3. Result of training workshop for community product entrepreneurs in Thailand

(Table 8.) Since analyzing the barriers to the community product entrepreneurship in Thailand entering Thailand-Border market, researchers passed the analysis results on the community product entrepreneurs in Thailand 71 cases. Findings, the community product entrepreneurs generally were female (78.90%), 50-59 years old (45.10%). Most of the businesses were in food categories (60.56%).

(Table 9.) As a result of evaluating training workshop provided for the community product of Thailand entrepreneurs, it was found that pre-training knowledge of the entrepreneurs was in medium level ($\bar{X} = 2.75$, $SD = 0.81$).

Post-training knowledge of the entrepreneurs was in high level ($\bar{X} = 4.07$, SD. = 0.68). The benefits of training were in high level ($\bar{X} = 4.13$, SD. = 0.72). The community product entrepreneurs expressed their preliminary opinions that the received information from training workshop was greatly helpful to make a decision about running a business in border markets. (Figure 5)

Conclusion

The research findings indicate that the external barriers are more important for the community product entrepreneurs than the internal barriers. This result was in accord with the research by Al-Hyari et al., (2011); Indra et al., (2013). It additionally found that the external barriers, mostly influencing the border trade by the community product entrepreneurs were the experience barriers as a lack of the knowledge and experience of selling products in the borderland, the unknown marketing channels to the border. Hence, the community product entrepreneurs, who focus on Thailand-Cambodia border trade, have to learn and try to understand the characteristics of border trade. Concerning the external barriers, the consequences showed that the cultural difference barrier exerted the greatest influence on border trade. The majority of barriers was caused by the customers. Owing to around the border, the customers didn't know the rural product of Thailand, had no idea which the product type was, what it relate to. In case the entrepreneurs aim to enter the border markets, they can adapt the firm's internal strategies to reduce these barriers, such as by product development, public relation etc., thus customers around borderland are better-known community products.

Acknowledgement

It was funded by King Mongkut's University of Technology North Bangkok. Contract no. KMUTBN-GOV-58-55

Reference

Al-Hyari, K., Al-Weshah, G. & Alnsour, M. (2011). Barrier to Internationalization in SMEs: Evidence from Jordan. *Marketing Intelligence & Planning*, 30(2), 188-211.

Barker, A.T., & E. Kaynak. (1992). An Empirical Investigation of The Differences between Initiating and Continuing Exporters. *European Journal of Marketing*, 26(3), 27-36.

Cavusgil S. Tamer., & Nevin JR. (1981). *State-of-Art in International Marketing: An Assessment*. In B.M. Ennis and K.J. Roering (eds.), *Annual review of marketing*, Chicago, USA.

Cavusgil, S. Tamer., & Shoaming Zou. (1994). Marketing Strategy-Performance Relationship: An Investigation of the Empirical Link in Export Market Ventures. *Journal of Marketing*, 58(1), 1-21.

Cavusgil, S.Tamer., & Kirpalani, V.H. (1993). Introducing products into export markets: success factors. *Journal of Business Research*, 27, 1-15.

Czinkota, Michael R., Ronkainen, Ilkka A., Farell, Carlyle & McTavish, Ronald. (2009). *Global Marketing: Foreign Entry, Marekt Development & Strategy Implementation*. 1st, Canadian Edition. Toronto, Ontario: Nelson Education.

Dichtl, Erwin, Koglmayr, Hans-Georg, & Muller, Stefan. (1990). International Orientation as a Precondition for Export Success. *Journal of International Business Studies*, 21(1): 23-40.

Harrison, Roger. (1993). *Diagnosing Organizational Culture: Trainer's Manual*. San Diego California: Pfeiffer edition.

Ho Huy Tuu & Svein Ottar Olsen. (2013). Marketing Barriers and Export Performance: a Strategy Categorization Approach in the Vietnamese Seafood Industry. *Asian Journal of Business Research*, 3(1), 66-80.

Indra D., Mahadeo, J.D., & Ashita Aujayeb-Rogbeer, A. (2013). **Small Firm Internationalization and Export Barriers; The Case of Mauritius.** Working Paper, University of Mauritius, Moka.

Johnson, J.D., & Rasker R. (1995). The Role of Economic and Quality of Life Values in Rural Business Location. **Journal of Rural study**, 11(4), 405-416.

Kahler, R.C., & Kramer, R. L. (1997). **International Marketing.** Chicago: South Western Publishing.

Karakaya, F. (1993). Barrier to Entry in International Markets. **Journal of Global Marketing**, 7(1), 7-24.

Karakaya, F., & Peter, Y. (2012). Relationship between Export Support, Export Barriers and Performance for 4 Canadian SMEs. **Journal of Euromarketing**, 21(1), 4-24.

Kanynak, E., & V. Kothari., (1984). Export Behavior of Small and Medium-sized Manufacturers: Some Polity Guidelines for International Marketers. **Management International Review**, 24(2), 61-69.

Karelakiset , C., Mattas, K., & Chryssochoidis, G. (2008). Export Problems Perceptions and Clustering of Greek Wine Firms. **EuroMed Journal of Business**, 3(1), 6-22.

Keeble, D. (1993). **Small Firm Creation, Innovation and Growth and The Urban-rural Shift**, In: Curran.

Keeble, D. (1998). **North-south and Urban-rural Variations in SME Growth, Innovation and Networking in The 1990s.** In: Cosh, A.D., Hughes, A. (Eds0, *Enterprise Britain: Growth, Innovation and Public Policy in the Small and Medium Sized Enterprise Sector 1994-1997*. ESRC Centre for Business Research. University of Cambridge, Cambridge.

Koksal, M.H., & Kattaneh, T. (2011). Export Problems Experienced by High and Low Performing Manufacturing Companies, a Comparative Study. *Asia Pacific J. Mark. Logistic*, 23(1), 108-126.

Kolbe, Richard H., & Melissa S. Burnett. (1991). Content-Analysis Research: An Examination of Applications with Directives for Improving Research Reliability and Objectivity. *Journal of Consumer Research*, 18, 243-250.

Leonidou, L.C. (1995). Empirical Research on Export Barriers: Review, Assessment and Synthesis. *Journal of International Marketing*, 3(1), 29-43.

Leonidou, L.C. (2004). An Analysis of The Barriers Hindering Small Business Export Development. *Journal of Small Business Management*, 42(3), 279-302.

Likert, Rensis. (1970). *The Method of Constructing and Attitude Scale*. In Reading in Fishbeic.

Madsen, Tage Koed., (1989). Successful Export Marketing Management: Some Empirical Evidence. *International Marketing Review*, 6(4), 41-57.

Meccheri, N., & Pelloni, G. (2006). Rural Entrepreneurs and Institutional Assistance: and Empirical Study from Mountainous Italy. *Entrepreneurship & Regional Development*, 18(5), 371-392.

Norman, Ph., & Wickramasekera, R. (1995). The Propensity to Export Among Food Processing Firms in Southern New South Wales and North Eastern Victoria. *Australian Agribusiness Review*, 3(2), 95-111.

North, D, Smallbone, D. (1996). Small Business Development in Remote Rural Areas: The Example of Mature Manufacturing Firms in Northern England. *Journal of Rural Studies*, 12, 151-167.

Pedersen, T., & B. Petersen. (1998). Explaining Gradually Increasing Resource Commitment to a Foreign Market. *International Business Review*, 7(3), 483-501.

Pinho, J.C. & Martins, L. (2010). Exporting Barriers: Insights from Portuguese Small and Medium-sized Exporters and Non-exporters. *Journal of International Entrepreneurship*, 8(3), 254-272.

Rewadee Keawmanee. (2013). *Trend of Bright Border Trade and Opportunities of Industrial Under the Fluctuation of Thai Baht*. Bangkok, Thailand: Office of Industrial Economics.

Sigitas, U., & Vytautal, D. (2010). Export Barriers During the Periods of Growth and Recession: The Major Factors and Propositions. *Argumenta Oeconomica*, 24(1), 31-47.

Smallbone, D., North, D., & Leigh, R. (1993). The Growth and Survival of Mature Manufacturing Small and Medium Sized Enterprises in the 1980s: An Urban-rural Comparison. In *Small Firms in Urban and Rural Locations* Eds Curran, J, Storey, D (Routledge, London), 79–131.

Smallbone, D., & North, D. (1999). Innovation and New Technology in Rural Small and Medium-Sized enterprises: Some Policy Issues. *Environment and Planning C: Government and Policy*, 17(5), 549-566.

Sousa, C.M.P., & F. Bradley. (2008). Antecedents of International Pricing Adaptation and Export Performance. *Journal of World Business*, 43, 307-320.

Su, L., & Adams, J. (2010). Export Capacity Impact Factors on Chinese SMEs A Survey Analysis of Fujian Province. *Journal of Chinese Economic and Foreign Trade Studies*, 3(1), 54-70.

Suarez-Ortega. (2003). Export barriers: Insights from Small and Medium Sized Firms. *International Small Business Journal*, 21(4), 403-419.

Uma Sekaran., & Roger Bougie. (2013). *Research Methods for Business: A Skill-Building Approach*. 6th Edition, New York: Wiley.

Yamane, T., (1973). *Statistics an Introductory Analysis*. 3rd Editions. New York: Harper and Row, Publishers Inc.

Yaprak, A., (1985). An Empirical Study of The Differences between Small Exporting and Non-exporting U.S. Firms. *International Marketing Review*, 1, 72-83.

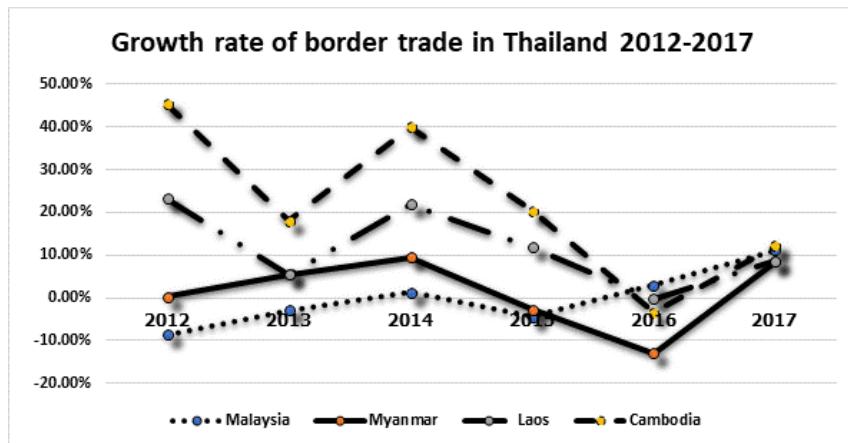


FIGURE 1. Growth Rate of Border Trade in Thailand 2012-2017

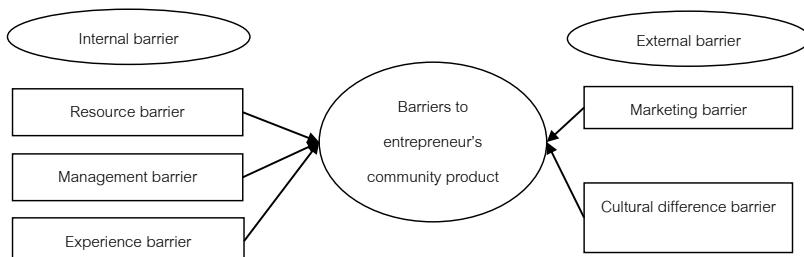


FIGURE 2. Conceptual Framework

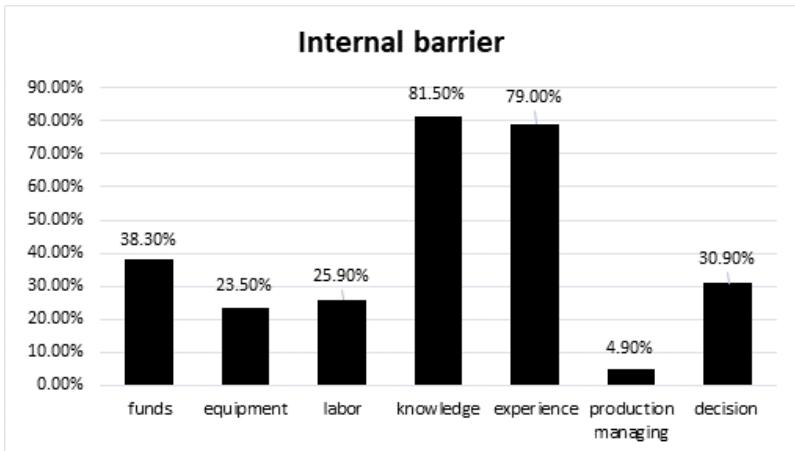


FIGURE 3. Internal Barriers to Community Product Entrepreneurship

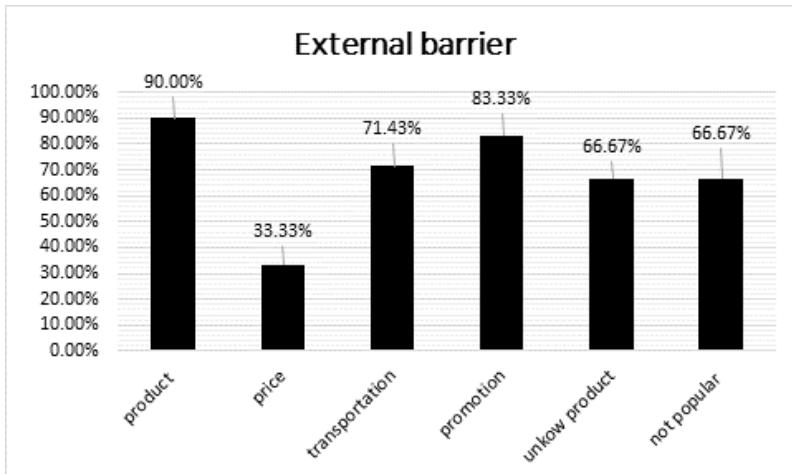


FIGURE 4. External Barriers to Community Product Entrepreneurship



FIGURE 5. Training Workshop for Community Product Entrepreneurs in Thailand

TABLE 1. Growth Rate of Border Trade in Thailand

Country	2012	2013	2014	2015	2016	2017
Malaysia	-8.67%	-2.90%	1.23%	-4.40%	3.02%	11.20%
Myanmar	8.92%	8.33%	8.17%	1.64%	-15.96%	-2.69%
Laos	22.99%	0.09%	12.53%	14.64%	12.78%	0.21%
Cambodia	22.04%	12.52%	18.02%	8.48%	-3.29%	3.40%

Source: Calculation based on statistics from Information Technology Division, Department of Foreign Trade in cooperation with Thai Customs (2018 : Online)

TABLE 2. Types of Internal Barriers

Type of Internal Barriers	Source	Significance
Resource barrier	Barker and Kaynak, 1992; Cavusgil and Zou, 1994; Pinho and Martins, 2010; Cavusgil and Nevin, 1981; Yaprak, 1985 ; Suarez-Ortega, 2003; Karakaya and Peter, 2012	Being without of relevant resources to perform the international business consists of the environmental, financial and human resources.
Management barrier	Cavusgil and Kirpalani 1993; Cavusgil and Zou 1994; Madsen 1989; Sigitas and Vytautal, 2010	Lacking entrepreneurial skill in making the decision to run an international business owing to the fact that the international business entails high risk. Hence, the entrepreneurs have to improve their international business strategies or activities for the firm's achievement.
Experience barrier	Pedersen and Petersen 1998; Dichtl et al. 1990; Norman and Wickramasekera 1995; Sigitas and Vytautal, 2010	Inexperience in international business is liable for the entrepreneurs' business failure due to the attendant risks of international business.

TABLE 3. Types of External Barriers

Type of External Barriers	Source	Significance
Marketing barrier	Kanynak and Kothari (1984); Leonidou (1995); Karelakiset al., (2008); Sousa and Bradley (2008); Ho Huy Tuu and Svein Ottar Olsen (2013)	The limitations to do the international business activities are product qualities, price, distribution channel, logistics, and promotion.
Cultural difference barrier	Czinkota et al., (2009); Karakaya (1993); Kahler and Kramer (1997); Karakaya and Peter (2012)	Cultural difference among the countries requiring entry into the international market causes a significant barrier to the international trade, except that the entrepreneurs are acknowledged about market entry, as well as, strategic adaptation to each country.

TABLE 4. General of Sample Group

Items	Frequency (N=81)	Valid (%)
Length of business experience		
Less than 11 years	49	60.49
11-23 years	29	35.80
24-35 years	3	3.71
Number of Employees		
Less than 50 employees	78	96.30
50-100 employees	1	1.23
>100 employees	2	2.47
Length of international business experience		
Less than 5 years	32	39.51
5-10 years	43	53.09
More than 10 years	6	7.40
Distribution		
Middleman	45	55.56
Self-marketing	24	29.63
Other	12	14.81

TABLE 5. Results of Research on Internal Barriers to Community Product Entrepreneurship

Internal barrier (N=81)		%
Resource barrier	Shortage of funds for entrepreneurship entering border trade (funds)	38.30
	Inadequate supply of equipment, tools, and machinery for entering border trade (equipment)	23.50
	Labor shortage or insufficiency for production to border trade supply (labor)	25.90
Experience barrier	Having no knowledge about Thailand-Cambodia border trade (knowledge)	81.50
	Lack of experience in Thailand-Cambodia border trade (experience)	79.00
Management barrier	Community product entrepreneurs are poor in production managing for border trade (production managing)	4.90
	Lacking entrepreneurial skill of making a decision on border trade (decision)	30.90

TABLE 6. General of Sample Group

Items	Frequency (N=30)	Valid (%)
Age of entrepreneurs		
22-34 years	5	16.67
35-47 years	17	56.67
48-60 years	8	26.66
Length of business experience		
Less than 7 years	16	53.33
8-14 years	8	26.67
15-21 years	6	20.00
Customer		
Thai-Cambodian	18	60.00
Other	12	40.00

TABLE 7. Results of Research on External Barriers to Community Product Entrepreneurship

External barrier (N=30)		%
Marketing barrier	Products of community product entrepreneurs having no brand, distinctiveness, packaging design and internationalized product label (product)	90.00
	Products of community product entrepreneurs price being unfulfilled with consumers around borderland (price)	33.33
	Community product entrepreneurs having no ideas for convenient and cost-saving transportation to the borderland (transportation)	71.43
	Pricing by community product entrepreneurs not support in sales promotion (promotion)	83.33
Cultural difference barrier	Customers around borderland do not know the community product of Thailand. (unknow product)	66.67
	Customers around borderland do not favor the no-brand (not popular)	66.67

TABLE 8. General Data of Trainees

Items	Frequency (N=71)	Valid (%)
Gender		
Male	15	21.10
Female	56	78.90
Age of trainees		
Less than 29 years	4	5.60
30-39 years	11	15.50
40-49 years	16	22.50
50-59 years	32	45.10
More than 60 years	8	11.30
Category of community product		
in Thailand	43	60.56
Food	2	2.82
Beverages	4	5.63
Apparel	7	9.86
Created arts and souvenirs	7	9.86
Utensils and decorative ornaments	8	11.27
Herbs not medicines or foods		

TABLE 9. The Result of Evaluating Training Workshop

Items	Mean	Standard Division	Result
Pre-training knowledge	2.75	0.81	Medium
Post-training knowledge	4.07	0.68	High
The benefits of training	4.13	0.72	High