

Lesson Learned and Success Factors on Dried Banana Product Community Enterprise Management In Ratchaburi Province, Thailand

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Abstract: *The researcher was interested in a successful dried banana-processed community enterprise. The objectives were to synthesize the lesson of success in management and the factors encouraging the successful operation of Dried Banana Product Community Enterprise. The methodology was qualitative research. The results showed that the development processes of Dried Banana Product Community Enterprise were: i) creating people as a self-development to poverty reduction, ii) creating a product to develop the production potential and local agricultural products processing to standardized quality products, iii) creating a brand based on the community identity to the Pride of KumThong product, iv) creating marketing to develop dried banana products to international standards, and v) creating community businesses to develop production processes from standard plots to processed products. The success factors of the operation were: self-solving efforts by community-based, public-sector encouragement, good management systems, member participation, production skills and abilities, manufacturing and developmental innovation, external motivation, wholesale market, quality products, satisfied consumers, and compliance with laws and environmental regulations.*

Keywords: *lessons of success, community economy, community enterprises, community enterprise management, dried banana product .*

I. Introduction

The office of the National Economic and Social Development Council (NESDC) provides the conceptual framework and the direction of the thirteenth National Economic and Social Development Plan 2022-2026 that Thailand has encountered the environment and various change contexts, such as economic liberalization, technological advances, ageing society, and natural disasters with multiple conditions: economy, society, natural resources, and environment; it has caused risks inside and outside the country. In addition, Thailand currently faces problems in various aspects: productivity problems of competitive advantage, educational quality, and social inequality. Thus, the 13th National Economic and Social Development Plan has adhered to the conceptual framework and essential principles as follows: i) applying sufficiency economy philosophy, ii) people-centered development, iii) promoting national reforms, and iv) developing towards stability, prosperity, sustainability, and happiness of society (Office of the National Economic and Social Development Board [NESDB], 2022).

During the National Economic and Social Development Plan, the government prioritized the sufficiency and mainstream economies. However, due to the mainstream economy causing income inequality and numerous social problems, Community Enterprise Promotion Act B.E. 2548 (2005) was promulgated and entered into force on January 19, 2005 (Community Enterprise Promotion Board, 2005). Community Enterprises is a group of people, whether it is a non-juristic person. It caused operational problems because some community enterprise was unacceptable to the public and private sectors, and the public sector's encouragement did not serve its purposes (Royal Thai Government Gazette, 2019). Community Enterprise is a crucial economic movement at the grassroots level or in the community (Royal Thai Government Gazette, 2019). It is the community's business relating to product manufacturing and service rendering conducted by a group of people having a relationship with each other, sharing common ways of life, and joining to drive the business for income generation and self-reliance in the family and the community. Furthermore, it manages the production process based on community capital for self-reliance, such as resources, outputs, knowledge, wisdom, cultural capital, social capital, community activities, various group and network management, and encouraging transformational leadership in the community (Pongphit, 2009; Petprasert and Wongkul, 2011).

The development of production quality would develop economic growth based on natural and human factors. Community products originated from the added value of wisdom development and need holistic

development in terms of economic capital, social capital, cultural capital, and natural and environmental capital through systematic management to strengthen the grassroots economy and sustain self-reliance (Natsupha, 2011). The dried banana product processed community enterprise in Ratchaburi province was established by the farmer housewife group and focused on poverty reduction of the members who faced financial loss in farming. The members attended a workshop for the second job instead of dairy farming. They renovated the cow housing into a mushroom farm. They developed various activities and products, such as agricultural products processing in the community: dried bananas, mushrooms, processed mushroom products, mushroom juice, mushroom-chili paste, rice burry, pig farming, and duck farming. The main product currently is solar-dried banana products sold to Thai Airway International. The dried banana product processed community enterprise has focused on the group's activities based on the farmer's generous, intellectual, and sufficient vision and poverty reduction because of high costs, lack of labor, and financial loss of dairy farming. As mentioned above, they aimed to create happiness for family members based on the sufficiency economy philosophy and were accepted at the community and the national level. The researcher was interested in the management approach and success factors of the operation of the dried banana product processed community enterprise through a successful lesson-learned process of the community enterprise, BanKum Phattana dried banana product processed community enterprise: elevating local dried banana to international, BangPhae sub-district, BangPhae district, Ratchaburi province that does the job, generates income, and creates good quality of life for the community.

II. Literature Review

2.1 Banana's concept: opportunities for community economic development

Bananas are a perennial crop well-known in Thailand. They are widely grown in whole areas in Thailand due to the suitable weather, fast-growing, and quick production. Every part of the banana, such as leaves, leaf sheaths, banana blossoms, and fruits, can be used for food, ceremonies, and medicine. There are three types of bananas: sugar banana, lady finger banana, and cavendish banana which are commonly grown for trade in Thailand (Silayoi, 2015; Department of Agriculture [DOA], 2014). These bananas are highly nutritious and can habitually eat for health benefits. Besides eating ripe bananas and cooking, they are processed into products such as banana chips, dried bananas, buttery bananas, banana toffy, banana flour, and banana in syrup (Promoting and Upgrading OTOP Product Quality Database, 2017). It has prevented banana oversupply, raised the price, extended the shelf life of bananas, and encouraged entrepreneurs to create new products for domestic and international markets, causing the added value of agricultural products and revenue-generating for the country (Department of Agriculture [DOA], 2016).

According to the research, the researcher was interested in encouraging the banana production process to develop a grassroots economy. Bananas have been associated with Thais from the past to the present. They have become banana culture because Thais know how to utilize each part of the banana trees. Moreover, they contain a wealth of nutrients and are even used for Thai ceremonies; thus, banana is one of the economic crops in Thailand.

2.2 Community Enterprise

It is a community business relating to product manufacturing and service rendering conducted by a group of people having a relationship with each other, sharing common ways of life, and joining to run the business for income generation and self-reliance in the family and the community (Royal Thai Government Gazette, 2019; Pongphit, 2009; Chumkate, 2015). The Second Community Enterprise Promotion Act B.E. 2562 (2019) is also known as a law to encourage knowledge and local wisdom, generate income, help one another, and develop management abilities, a community enterprises model for the self-reliant community, the strength of community economic system and community enterprises to entrepreneurs at a higher level (Royal Thai Government Gazette, 2019). Moreover, it is associated with the thirteenth National Economic and Social Development Plan, a strategy for creating social opportunity and bridging inequality: the community potential and grassroots economy to help self-reliance and receive more economic benefits and developing community economy by career encouragement of community entrepreneurs and collaboration with the private sectors and academic institution for creating knowledge, strength, and sustainability of community enterprises (Office of the National Economic and Social Development Board [NESDB], 2021).

2.3 Community Economy and Grassroots Economy

Grassroots Economy Strategy Subcommittee (2016) defines grassroots economy as an economic system of a local community that can be self-reliant by applying the sufficiency economy philosophy, helping one another, and having morality. Additionally, it is an economic system that causes other development: economy, society, people, community, culture, natural and environmental resource culture. Grassroots Economy or Community Economy is a horizontal economy, not only a vertical economy but also affects and creates economic and social relationships between people in a local community. It has created opportunities for

cooperation and a good relationship between the community economy and the individual economy; a cooperative economy establishes a connection between the local community and another (E3, 2017). Developing the grassroots economy is one of the essential goals of government policies. Statistical conclusions point out the derivation of inequality problems in Thailand, such as income gap, educational opportunity, employment, career stability, dwelling and land use issues, health care problems, drug problems, life and belonging safety problems, and family happiness. They have a complex relationship challenging to find a starting point for solving these problems by decomposition (Community Development Department, 2017).

2.4 Related research

According to the operation processes, factors, and conditions of success in community enterprise management, it found that the corresponding success factors of operation were i) the management that is a result of problem solutions by local and community-based, ii) participation in operational encouragement of local administration organizations and local authorities, iii) community rules as management guideline, iv) the operation of recognized member or person, v) check and balance system, vi) transparent operation, vii) group members' participation, and viii) honesty and the advantage of members (Phanwong et al., 2016; Naulchuen, 2018; Sakupan and Wongthanavas, 2019)

2.5 The context of the dried banana products community enterprise, Ratchaburi province

It is an agricultural village where most villagers raise cows but face high costs and a lack of labour. In 2002, a group of housewives gathered to do a second job making extra money. They focused on dairy farms, mushroom farming, processing mushroom, and chilli paste, including developing into processing dried banana products community enterprise. In 2006, one of the income generations was mushroom farming by changing cow housing to processed places of mushroom products such as mushroom chilli paste, fermented mushroom, and mushroom curry puff. Until it became solar-dried bananas from sugar bananas, also known as Pisang Awak bananas with the original curing process, under the name of Kum Thong dried banana, they conducted and learned troubles and obstacles that caused knowledge under the sufficiency economy philosophy due to appreciation, effective utilization, and self-reliance. It can be summarized as a conceptual framework as shown as follow in figure 1.

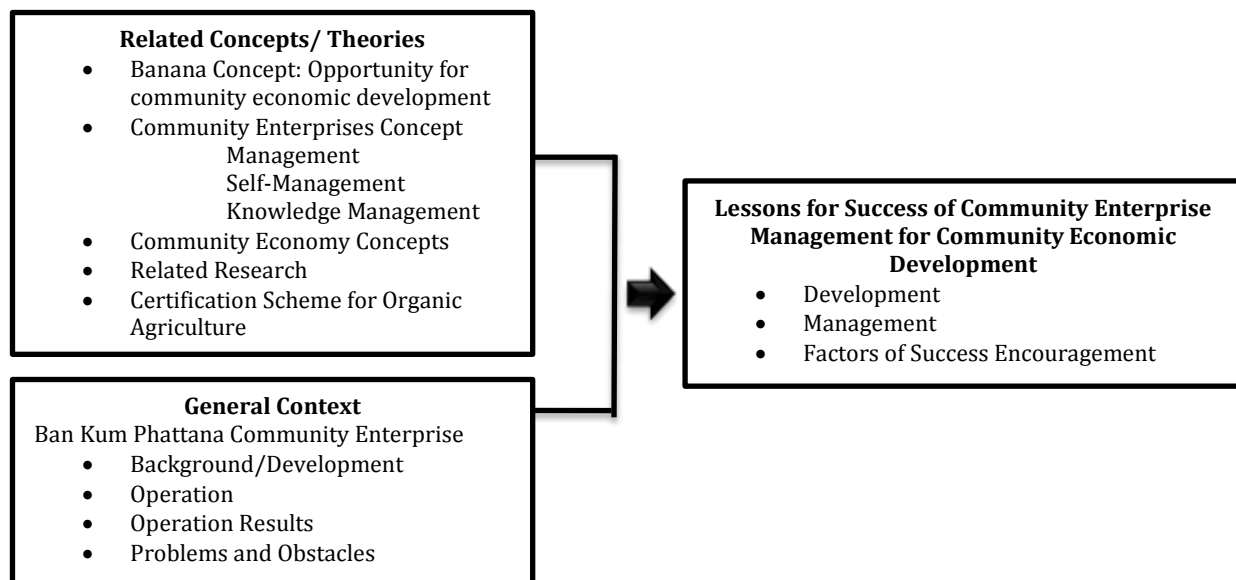


Figure 1: Conceptual Framework of Lessons for Success of Community Enterprise Management

III. Methodology

This research was qualitative research, a case study approach by analyzing related documents, concepts, and theories, and related research in the form of books and documents such as operation reports and operation plans. The data collection also used an in-depth, semi-structured interview. The researcher adjusted the questionnaire based on the research objectives, community enterprise context, and data collection problems, such as language and interview methods. Due to improve the questionnaire completely and accurately, the researcher collected the data when doing the fieldwork and participant observation, as detailed as follows: to study background, development, operation results, problems, and obstacles in self-management through the

knowledge management processes and to study the process of success factors by analyzing documents and operation reports, interviewing the chairman and member of the community enterprise, and surveying plots and community enterprise office.

i) to study background, development, operation results, problems, and obstacles in self-management through the knowledge management processes of the dried banana product processed community enterprise in BangPhae district, Ratchaburi province, by analyzing documents and community enterprise's operation reports, interviewing the chairman and member of community enterprise, and surveying farmer plots and community enterprise office.

ii) to study the process of success factors in the operation of the dried banana product processed community enterprise in BangPhae district, Ratchaburi province, by analyzing documents and the community enterprise's operation reports and interviewing the chairman and members of the community enterprise

The research area is the dried banana product processed community enterprise in BangPhae district, Ratchaburi province. The business type is processed agriculture products. The researcher used purposive sampling from a community enterprise certification scheme for Organic Agriculture. Good Agriculture Practices has done organic agricultural and good agriculture practices continuously for at least five years and has no financial problems.

The key informants, selected by purposive sampling, were forty-three informants, namely thirty-three of the chairman and members of the dried banana product processed community enterprise, two agricultural research officers, two community development officers, two university officers, and five community leaders: mayor, municipal clerk, and officers of BangPhae subdistrict municipality.

The data analysis began with data processing. Then, due to collecting the data based on the objective, the researcher used data reduction and classification and found the relationship of all data by content analysis (Trimongkolkul and Chatraphorn, 2012).

IV. FINDINGS

4.1 Development and management

BanKum Phatthana Community is an agricultural community where most people have raised cows but face high costs and a lack of labour. In 2002, a group of housewives gathered to do a second job making extra money. They focused on dairy farms, mushroom farming, processing mushroom, and chilli paste, including developing into processing dried banana products community enterprise. In 2006, one of the income generations was mushroom farming by changing cow housing to processed places of mushroom products such as mushroom chilli paste, fermented mushroom, and mushroom curry puff. Until it became solar-dried bananas from sugar bananas in the community, also known as Pisang Awak bananas, with the initial curing process to KumThong Dried Banana, they conducted and learned troubles and obstacles that caused knowledge according to the sufficiency economy philosophy due to appreciation, effective productivity, and self-reliance.

According to the management method of the BanKum Phatthana community enterprise, Mr Kanong Poruk, a chairman of the community enterprise, said

“Don't take advantage of members. I would buy the banana price at twice as much as the middleman, one-one point five baht per banana, more than two to three million baht a year. And we are prepared to expand production capacity to two thousand packs per day. There are two dried bananas per pack, selling for only ten baht”.

The strength of KumThong solar dried banana products is the combination of original wisdom to create Pisang Awak dried bananas through experimentation, observation, skill, and experience. First, it must be dried at a suitable temperature, fifty degrees Celsius, and then taken to the fermenting process for six to eight hours. Then the syrup in fermenting banana seeps out to make dried bananas softly; they do not have holes; the inside is not solid, which is KumThong dried banana's strength.

The dried banana products community enterprise has improved the quality until it is delicious, satisfies customers, and has a stable flavour. However, the community enterprise's products could sell differently than planned, so they would like to sell at department stores or events organized by the public and private sectors. The members of the community enterprise found that customers explored the product's box but did not buy because of uncertified products. Therefore, they had to review and plan to standardize products for customer satisfaction. They started with Food and Drug Administration. Moreover, Thai Airways International Public Company chose dried banana products as snacks for airline customers.

“We joined many sales exhibitions at the department store. After that, we thought about why they eat. When they are delicious, they bought them. They picked a box and turned around but didn't buy it. Well, why they don't buy it? Food must have FDA Certification, so we have developed continuously. We learned from the

community markets and external markets. When it is an external market, we must have standards. We got the standard, becoming to community's hope. From cooking, using, and selling to making a living, it has become an opportunity to raise income to pay off debts”.

Thai Airways International Public Co, Ltd. joined to develop the dried bananas standard. The community enterprise considered expanding the dried banana production community enterprise known to consumers in Thailand and abroad.

The community enterprise made a year contract with Thai Airways International. However, due to strict conditions causing complex development, they resolved to postpone the contract extension. They would like to develop marketing to the mass market and create an agrotourism business.

“...KumThong. The process was accepted from the monopoly market to the mass market. Well, we have thought about brands before. To create the standard, it must have a name like a beautiful girl has her name. Without the name, they don't know us. This name, KumThong, thought for 4 days. Kum is BanKum. Thong is the name of the former chairman who is the founder. His name is Suwan; it means Thong (gold) in Thai. In the other world, it means prosperity. So, they combined as KumThong, a unique name that means prosperous BanKum”

“Brand of KumThong. We don't think that our group is just a product. But we'll say that KumThong represents value, conservation, and sharing business because the community joined us. Enterprise is people in the community. There is income in three aspects; firstly, farmers are the member who grows the banana; secondly, old people in the community as laborers; and third, people, who have money but don't want to grow bananas and don't want to be laborers, invest in the purchase of machinery. At the end of the year, we will come to calculate the profit margin and return some profit. The community brand and KumThong must be participation and partnership. And we have expected development because nowadays we make it as an agrotourism. When KumThong is well known, valuable, and released on television, especially via social media, the people watching us will come to us. Our goal is a partnership. How to bring those people to our partners? If they come to us, we have the activities to do, change, learn and get them to participate in processing. We take them a photo as soon as they leave the fitting room. So, they will share their photo via social media. We call as creating a partnership. They are confident and go to look at the banana farms. We have standards, and they see our value process and labor from old people in the community, then go to see the drying process by the parabolic dome. Especially this room is the highest security, and they are usually not allowed anyone to enter. But this is special and will be an advertisement”.

“Set a policy that we will do the processed agriculture and agrotourism. When we have a goal like this, we do not get lost. Best farming is not much and less. And we are processed products because it creates agricultural potential. Let's think what's name of the brand after. When we finish thinking about branding and release to the market, they will know us. When they know us, we must be based on sufficiency. Then, we do whatever it takes to let others see what we do. When we brought people right here, we did not have to run toward them because they came to us by themselves. The brand is significant. When thinking about a brand, don't look too far and use the community identity”.

As mentioned above, it can summarize that the process of the dried banana products processed community enterprise is divided into five phases as follows.

4.2 Development process of dried banana products processed community enterprise

4.2.1 According to creating people, dried banana products processed community enterprise established by gathering a group of housewives for poverty reduction through a self-development process. They got an opportunity to develop themselves from the seed of the Department of Agricultural Extension to Smart Farmer, developed by BanKum Phatthana community enterprise (Smart Group).

“People are the development center. We have emphasized this part and need to develop leaders first. The leaders are accepted by our members and network. Our leaders have been developed to do projects requesting development budgets of the public and private sectors. All members have developed their potential based on their duties. The people, the banana growing group for processed products, will learn and train on banana growing innovations. Nowadays, we try to get the young generation in the community to participate because of their technology skills, public relations, marketing, and accounting”.

4.2.2 Creating products has developed the potential for producing and processing local agricultural products to standard quality and suitable products for consumers (Smart Product). For example, solar-dried bananas are products processed by a community enterprise that has developed acceptably and created a holistic business for the community. It builds on mushroom processing due to encouraging a solar greenhouse of the Ministry of Energy through the Ratchaburi Provincial Agricultural Extension Office. The production processes have combined local wisdom and modern technology to the snack of Thai Airway International.

BanKum Phatthana's dried banana has a unique identity which builds on local wisdom combined with experimentation, observations, skills, and experiences. They are made from Pisang Awak bananas, the original species in the community: colourful, fragrant, juicy, and medium size, suitable for making dried bananas. They are dried at an appropriate temperature and taken to ferment for six-eight hours. Then the syrup in fermenting banana seeps out to make dried bananas softly; It does not have holes; the inside is not solid. After that, they were dried in the sun for three-four days to reduce moisture and turned into dried bananas with a naturally sweet flavour; the flavour is good and not greasy. Finally, they were selected by Thai Airways International as one of the products from twenty community enterprises served on Thai Airways flights.

“Why do we make a lot of banana products? Chocolate coated. Does it correspond to community capital? Do we have raw materials? Labor? Especially, market? It is a grassroots development. It is real and sustainable development”.

“We had an opportunity to observe activities at Pitsanulok province and saw how to make dried bananas. We also have a lot of bananas. We would like to build on but not imitate. So, we asked the old people how to dry the banana in the past. They said bananas are already sweet, but banana syrup production may take time; fermented banana causes banana syrup and dries it. We have combined original wisdom with modern technology to provide quality and delicious products satisfying the consumers”.

Moreover, banana syrup remaining from fermentation has brought added value. The community currently has a project of banana syrup processing into facial mask creams for spas and soaps. They will collaborate with King Mongkut's University of Technology North Bangkok to make the first sugar banana flakes in Thailand. BanKum Phatthana is one of the best agrotourism in Ratchaburi province and one of the Green Agriculture City models of the Ministry of Agriculture, as well as to study the banana growing process, dairy farming, and agricultural processing. They received good community enterprise at the provincial level of the Department of Agricultural Extension, Ministry of Agriculture and Cooperatives, and the Romyen Family Award 2016 of Ratchaburi Province.



Figure 2: The Potential development of production and local agricultural products processing to standard quality and suitable products for consumers (Smart Product)

4.2.3 Creating KumThong brand: background identity to the pride brand. The name of the KumThong originated from local resources, the native plant, also known as Temple trees (Ton Kum in Thai words). BanKum community is a watershed area, so many Temple trees are growing in the fields, becoming the background of the community's name. It is a medium-sized perennial plant, about 6-10 meters tall. The trunk is grey or taupe, and the bark is thick and smooth. It has wide, ivory color, fine-grained wood, and grows in uplands and deciduous forests. Seeds, grafting, and cuttings propagate it. Ban Kum community knows how to utilize each part of Ton Kum in several ways, such as fermented leaves and blossoms for eating, heartwood for treating hemorrhoids, and boiled bark to drink as a diuretic for treating ureteric stones. Moreover, they believe TonKum is an auspicious tree that grows southeast of the house to help enhance prosperity.



Figure 3: Blossom of TonKum: native plants, dried banana products processed community enterprise created for the Kum Thong

4.2.4 Creating marketing has developed dried banana products to Thai Airways International standard and public relations through media, creating well-known products, expanding, connecting, and acceptably developing marketing. They started from the community and agricultural markets and developed mass communication by producing quality products and selling them directly to consumers.

“Due to the Thai Airway International market, we learned about creating standards for the mass market and farm market, the actual market of the community”.

4.2.5 Creating a community business develops production processes from Smart Farm standard banana plots to processed products for added value. It focuses on environmental-friendly production and efficient resource usage, links production activities systematically to community businesses, develops the marketing potential of members and networks by using a marketing demonstration point, and uses agrotourism as a driving strategy for the strength, stability, and sustainability of farmers and communities.

KumThong dried bananas product was highly successful in Thailand. The community, therefore, came up with using the integrated farming system for KumThong dried bananas production based on the sufficiency economy philosophy of His Majesty King Bhumibol Adulyadej by receiving the budget from the 9101 projects. This project has encouraged the growth of bananas with the vegetables, such as coriander, chilli, and eggplant, to generate monthly income. The management process has been worth utilizing agricultural waste to zero waste; they have used banana peels and trees to feed cows, pigs, ducks, and chickens instead of animal feed and animal wastes are dried as organic fertilizer in banana plots to stabilize the quality of bananas.

“Whatever we develop in the future, we must start with human resource development. If we would like to develop into agrotourism, we must consider how to create marketing and publicize it to invite tourists. We must view the community products or activities and tourism services provided to the tourists, A place to accommodate tourists and people who support organizing tourism activities”.

4.3 The success factors in the operation of dried Banana product processed community enterprise

According to consideration, the success factors in the operation of the BanKum Phatthana community enterprise are as follows:

First, the management caused the group members' self-solution efforts. They used the community and local-based due to problems and impact in the community. They must solve problems based on the community's potential and readiness for sustainability. BanKum community faced poverty and career problems; therefore, they tried to join career groups for a good quality of life and stable income.

Second, the encouragement of the public sector affecting the success is the strengthen and sustainable development approach of community enterprise. Therefore, the public sector at the local and national levels must encourage such marketing promotion, giving chances, budget support, and academic support to create management knowledge in community enterprise, attending training with the public sector and private sectors, and observing the activities.

BanKum Phatthana community enterprise received the encouragement of the Department of Agriculture and BangPhae Subdistrict Municipality, especially budget support and knowledge encouragement.

Third, a good management system affecting success is to emphasize the goal based on the plan, to have a clear management structure, division of work, transparency, flexibility, adaptability, and a transparent operating system.

BanKum Phatthana community enterprise has a clear operating structure and rules as a management approach of members. They have created practices in management to return dividends and averages to members by the executive director.

Fourth, the leadership and participation of members have reflected the group's harmony. The participation and engagement issues affecting success are the vision of the leader. Members of the dried banana product processed community enterprise have a common understanding, cooperate with the public, and have five virtues: honesty, sacrifice, responsibility, compassion, and trust. There are four stages of members' participation: planning participation, decision-making participation, activity participation, benefits participation, pursuing participation, and evaluation participation.

Fifth, production skills, production and development innovation affecting the success are i) planning production and production process, ii) preparing and providing raw materials in need, iii) creating several products and packaging both color and styles, iv) determining the quality of raw materials used to produce products v) examining product quality before on sale, vi) creating and improving new innovative methods for production vii) continuously designing a new product, and viii) developing production processes.

As mentioned above, the dried banana products processed by community enterprises are divided by duties based on their potential and readiness. There is a banana growing group responsible for growing good quality bananas. The members already have basic knowledge and skills in banana cultivation which have developed through continuous training in various sectors. As for the product processing group are older women; they already have the knowledge and original wisdom and developed product quality and packaging to satisfy consumers.

Sixth, due to external encouragement associated with the community needs and creating a network, the success of the dried banana products processed community enterprises have widely encouraged the establishment of community business groups, such as Thai Airways International. They promoted people in the community to self-development economically and socially to a good quality of life, do their business, and have self-reliance.

There are two types of external interactions, positive interaction and negative interaction. It depends on the community learning and finding the kinds of interaction with external institutes. A thriving community creates through external interactions with the external institutes that assist in budget, knowledge, abilities development, and skill training.

Seventh, the dried banana products processed community enterprises have concretely developed their marketing, especially in the local market. In addition, they have acceptably developed product quality standards, passed on knowledge, and promoted and cultivated members' understanding of the development process in business management. As for finding external markets, private organizations or state enterprises, they received assistance from the network such as Thai Airways and proudly exported to China, the U.K., and Europe.

Eighth, the products have high quality, good looks, and satisfy consumers. The dried banana products processed community enterprises have developed several products, such as mushroom chili paste, fermented mushrooms, and mushroom curry puffs. The well-known product is solar-dried bananas, which are acceptable and standard quality. They should pass on the knowledge to promote and cultivate an understanding of the development process of business management for members, such as marketing management, accounting, good management techniques, production skills, and benefit allocation principles.

The dried banana product, KumThong, is produced and sold in the form of foil bags and plastic bags. The dried bananas with foil bags are only available for sale at Thai Airways International, according to their orders. As for the general market, there are two types of packaging: dried bananas with foil bags packed in boxes and 500 grams packed in plastic bags.

Finally, according to compliance with environmental rules and regulations, the issue affecting the success is that the dried banana products processed by community enterprises use the zero-waste concept as an approach to reduce waste. This approach causes the amount of disposed of trash to reduce to zero. Therefore, the members must have a waste management process at their banana plots and processed places, emphasizing waste reduction, reuse, separation for reuse, and organic waste reuse, such as making bio extract, compost, pigs farming, and dairy farming.

V. Discussion And Conclusions

The developing processes of dried banana products processed community enterprises are as follows: i) as for creating people, dried banana products processed community enterprise was established by gathering a group of housewives for poverty reduction through a self-development process. They got an opportunity to develop themselves from the seed of the Department of Agricultural Extension to Smart Farmer, developed by BanKum Phatthana community enterprise (Smart Group). According to the approach to human resource development, Hamid (2015) said that it could encourage an organization system to identify the necessary knowledge and promote it to knowledgeable people, ii) creating products has developed the potential for the

production and processing of local agricultural products to standard quality products and suitable products for consumers (Smart Product); iii) creating KumThong: background identity to the pride brand; iv) creating marketing has developed dried banana products to Thai Airways International standard and public relations through media, creating well-known products, expanding, connecting, and acceptably developing marketing. They started from the community and agricultural markets and developed mass communication by producing quality products and selling them directly to consumers; v) creating community businesses to establish production processes from Smart Farm standard banana plots to processed products for added value. It focuses on environmental-friendly production and efficient resource usage, links production activities systematically to community businesses, develops the marketing potential of members and networks by using a marketing demonstration point, and uses agrotourism as a driving strategy for the strength, stability, and sustainability of farmers and communities. According to the research findings above, it is considered a community economic development by applying the research and development approach of sugar banana products to have a wide range, good quality and satisfy consumers. Furthermore, the strength is the self-potential analysis, the development of environmentally friendly production and processed system, and the design of attractive packaging by the community's identity. It associates with creating an added-value products approach as follows: i) creating a variety of quality products and satisfying consumers, ii) creating a product story based on environmentally friendly production principles and healthy products, including reducing production costs, and iii) creating an entity and identity of the products based on the strength in the community (Fuller, 1994; Hartley, 2007). According to the research on the development of innovative community products for community enterprise entrepreneurs to the market, Bunsin (2014) and Chumkate (2015) found that community enterprises should focus on the process of creating innovative products by paying attention to all processes in the production to achieve their goals and satisfy members, affecting the growth which led to increasing income, as well as to emphasize on the added value of products. Promsaka Na Sakolnakorn and Sungkharat (2014) found that reducing manufacturing costs is the key to production, highlighting the usage of local raw materials. Learning, product and marketing development are weaknesses in community enterprises that do not know marketing techniques. Therefore, the public sector, higher education institutes, and the private sector should encourage providing marketing knowledge, cost management planning, using income and expenditure accounts, and adding customer contact via social media (Sakupan and Wongthanavas, 2019).

The success factors of dried banana products processed community enterprises are management resulting in self-solutions based on community, leadership and member participation, and a good management system. The community enterprise members faced high production costs and could not sell the product. The chairman, therefore, invited members to join in analyzing the problems, causes, effects, and goals, as well as solve the issues approach of community enterprises. It leads to a community-based problem solution of community enterprises emphasizing members' operational duties and creating their management system based on clan culture. The success of the dried banana products processed community enterprises is regarded as an operation model emphasizing the member's participation in solving problems by applying the power of community capital, especially local wisdom capital. Similar communities must find their natural community capital and guidelines to build on or develop systematically. The dried banana products processed community enterprise was discovered and used to create its business plans. Moreover, this provides opportunities for external assistance and challenges their abilities to enter the developed market. Especially the chairman of the community enterprise is a natural transformational leader and is accepted by community enterprise members and external sectors. Community leadership is effective when the leaders and community members consider their duties as partners and participants to determine the goals and work together (Aziz et al., 2020; (Mamat et al., 2019; Rami et al., 2019), which emphasizes social behaviors that create credibility and trust in community relationships (Pigg, 1999). These operations are associated with the local governance approach of Shah & Shah (2006), which explains that local administration for promoting the community economy focuses on the operation participation of community organizations and local decision-making participation. The research results of Chopoyot (2018) indicated that the success factor in local management for encouraging the community economy is management, which results from a community-based and local-based solution effort. There are community rules as a guideline for management, transparency of operations, member participation, honesty, and members' benefit consideration. The research of Boonsin (2014) and Jai-aree (2014) explained in the same direction that using wisdom knowledge, community capital, and community potential to add product value and to create different knowledge and actual experiences to solve problems of community enterprises formerly. Moreover, it enhances the modern understanding, namely organization administration and knowledge management associated with the community's environmental context, allowing community enterprises to use internal and external knowledge to create competitive advantages. The research of Sakupan and Wongthanavas (2019) on A Management Approach of a Community Enterprises Group for Processing Flour Jasmine Rice: A Case Study of Roi-et Province found that the successful operation of community enterprises needed to structure the work clearly and does not neglect the coordination within the organization.

According to the encouragement of government and external sectors, the BangPhae subdistrict municipality has emphasized the development of a food safety system and community economy for the community's self-reliance. BangPhae District Agricultural Office has the policy to develop the products of community enterprises reflecting the community entity and identity. The dried banana products processing by community enterprise is an essential goal due to its classification as a community enterprise model and has received the encouragement of various external sectors, such as the Department of Alternative Energy Development and Efficiency, Community Development Department, Thai Airways International Public Co, Ltd, Kasetsart University, and Bank for Agriculture and Agricultural Cooperatives. It corresponds to the local governance approach, which explains that community organizations must emphasize administration networks, relevant public sectors, and community organizations. As described before, it corresponds with the suggestion of Phithaksarn (2013) defined that relevant public sectors should formulate policies to strengthen community enterprises, promote the learning of leaders and community enterprise members, encourage the creation of the community enterprises network, and relevant officers and communities to participate in pursuing and evaluating the community enterprises activities to operate efficiently and effectively. These results are consistent with the research on success factors of community enterprises operation of Chamnong et al. (2020) found that knowing information and receiving encouragement from the government and external sectors are related to the successful operation of community enterprises.

Due to productivity skill factors, production and development innovation, compliance with environmental rules and regulations, environmentally friendly production, quality products, satisfy consumers, and specific markets, dried banana processed community enterprise has a self-analysis procedure to explore their weaknesses, strengths, opportunities, and obstacles. They were used as information for product development under resource-based and local wisdom in the community. The members were developed, exchanged, and learned along with the product development process until dried banana products were accepted as snacks by Thai Airways International. It corresponds with creating value products approach reflecting the community story, focusing on products reflecting the local identity to add value to products and stimulate consumer interest (Institute for the Promotion of Teaching Science and Technology [IPST], 2020). These results are associated with the research of Naulchuen (2018) that the success factors of community enterprises are production, marketing, management, financial, community participation, leadership, labor, external interactions, member, and information. As well as the added value approach, the first to the last step of Kongsompong (2014) indicated that using the primary raw materials from organic agricultural products and emphasizing organic farming have ensured the excellent quality of raw materials, satisfy consumers, simple packaging, unique product labels, and the properties of the product on packaging in detail.

As for recommendations for utilization and future research, encouraging community enterprises of public and private sectors should establish a policy to strengthen community enterprises, promote the learning of leaders and community enterprise members, and create a community enterprises network. Furthermore, it should encourage relevant practitioners and communities to participate in the pursuit and evaluation of the activities for operating efficiently and effectively. Apart from the success factors of community enterprises, the issues should study, such as issues of a new routine and adaptation in community enterprises based on socio-economic changes and failure problems and weaknesses occurring in community enterprises, to clearly understand the principles and goals of community enterprises.

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