

Development of Business Strategies of Community Enterprise Entrepreneurs: A Case Study on Herbal Product Business in Lower Central Region 1

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Abstract

This study aimed to study feature of business operation, method of development of business strategy, success of business of community enterprise entrepreneur group in case study on herbal product business in lower Central Region 1. This study is qualitative research conducting data collection by in-depth interview with key informants from Herbal product entrepreneur group of herbal beverage, spa, herbal medicine and processed food, using random sampling of 50% of lower Central Region 1, and then select the herbal product community enterprise entrepreneurs which were awarded last year from those 4 provinces, in which 80 persons were selected, 2) Group of commercial academicians or specialists in herbal product business 14 persons of which were selected, and then conduct data content analysis. The results indicated that various business activities were incorporated to the community enterprise. The study also revealed that the business strategies designed by the community enterprises differed greatly depending on the type of herb business. To clarify, while spa business pursued the growth strategy, herbal medicine business adopted the product development strategy and the processed food business focused on product identity enhancement. Five approaches to business development by the community enterprise entrepreneurs were identified as follows. 1) Enhancing management knowledge, technical and production skills among the entrepreneurs and employee 2) Improving the product and packaging 3) Developing the business, enhancing knowledge and strengthening connection among the members 4) Providing constant staff training and awareness in environment management 5) Raising self-reliance habits as well as conserving local wisdoms and resources.

Keywords: development, business strategy, herbal products, the community enterprises

Introduction

Background and Rationale

At present, community business operation is the issue that the government gives precedence to, as it is the basic economy of the country which the government sector has supported with a large budget for different community projects which make some communities gain potential in their project operations and become successful. However, at the same time, some of those communities do not succeed as targeted due to the lack of strong business operation on marketing, technology, as well as problem of community businesses grouping. Moreover, it is found that community entrepreneurs have faced the

problem of common learning for work and income in the community (Kanyamon Inwang, 2011) . Inwang (2015) stated that the problem of development of potential and business adaptation of community enterprises is that business entrepreneurs still do not consider the value and importance of the spirit of dynamic community enterprise group, delicacy and liveliness, but only deem that community enterprise is the matter of raw material, production process, cost and profit, which affects the integration of organizations, societies and human nature. Therefore, the paradigm for new community enterprise development must try to understand community enterprise development holistically, to understand nature of community enterprise systematically or method that can be used as tool for making the system self-reliant, to create it in economic system of community enterprises, by using sufficient economy philosophy for sustainability.

In the operation of herbal products, entrepreneurs which produce local products need to define their strategy for survival. It is found that most of the producers of community enterprise group apply sufficient economy philosophy, and also found that community enterprise group has made business networks inside and outside community for their business survival. However, community enterprise group extremely needs to apply operation principle according to the method of community enterprise, as the community enterprise group has its feature different from other businesses in general. Community enterprise is classified as a community activity group in which the community conceives from learning from working together, not individual activity which aims to big market, not complicated activity, but doing for consumption instead of buying from market. It is the management of the production system and consumption that occurs in daily life, by applying method of community enterprise development and business management development in business operation for creating sustainability, starting from development of local people. Exploiting local resource is the operation relying on resource in the community, having income enough for business operation, without debt or having ability to pay debt within time limited, placing importance on grouping in different models. Being as both basic community enterprise and advanced community enterprise which have common business goal achievement, by sharing or mutually using resources used in the enterprise for cost reduction, including grouping as trading network association to make recognition to business and exchange information on business being operated which causes development under the feature of assistance and reliance, having common ethics and social responsibility consciousness which make all parties concerned in the network get common benefits and move to sustainable development.

The development of the community enterprise group must be promoted and supported through better enterprise management system development with the aim of increasing the readiness and capability for trading competition at both the domestic and international trading, to efficiently support changes that have high dynamic. However, community enterprise must realize and prepare its organization to be ready for challenges due to higher adjustment of raw material cost as well as cost of operation. The researcher is interested in studying feature of business operation of community enterprise entrepreneur group, case study on herbal product business in lower Central Region 1.

Research Objectives

The objectives of this research are as follows:

1. To study the feature of business operation of community enterprise entrepreneur group - case study on herbal product business in lower Central Region 1.
2. To study the feature of business strategy of community enterprise entrepreneur group, case study on herbal product business in lower Central Region 1.
3. To study the method of development of business strategy of community enterprise entrepreneur group - case study on herbal product business in lower Central Region 1.
4. To study the success of business of community enterprise entrepreneur group - case study on herbal product business in lower Central Region 1.

Scope of the Research

This study the development of business strategies of community enterprise entrepreneurs has the following scope.

Scope of Content

The Points of study are 1) Feature of business operation of community enterprise entrepreneur group, 2) Feature of business strategy of community enterprise entrepreneur group, 3) Method of development of business strategy of community enterprise entrepreneur group, and 4) Success of business of community enterprise entrepreneur group.

Scope of Informant and Area of Study

1. key informants in this research and area of the study by in-depth interview are as follows.

The group of herbal product community enterprise entrepreneurs, comprising of herbal beverage, spa, herbal medicine, and processed food, using random sampling of 50% of lower Central Region, and simple sampling by drawing lots of provinces in lower Central Region 1 and 4 provinces were drawn. They are Nakhon Pathom, Ratchaburi, Suphanburi and Kanchanaburi, and then selecting herbal product community enterprise entrepreneurs which were awarded last year from the 4 provinces, 80 persons of which were selected.

The group of commercial academicians or specialists in herbal product business or specialists in community enterprise with marketing experience, using specific sampling, 14 persons of which were selected.

Review of Literature and Conceptual Framework

Entrepreneurship as a development strategy

The term entrepreneur has been applied to a wide range of individuals, from small to large business owners who participate in a community's economy on both global and local scales (Aulet & Murray, 2013). Our definition encompasses a broad notion of entrepreneurs, and includes any person who applies an entrepreneurial mindset, tools, skills and techniques to transform an idea into an enterprise that creates value for profit and/or social good. The

importance of entrepreneurs to the economic development of nations has been the subject of academic scholarship since economist Joseph Schumpeter published in the 1940s (Dowpiset, 2011). In the last half century, Baumol (1990) has advanced understanding of the role of entrepreneurs in economic growth, challenging economists to recognize the entrepreneur's role in combining factors of production to achieve development.

More recently, the discussion about entrepreneurship as a development strategy has focused on the role of entrepreneurs as job creators, partially in response to the 2007-2009 Great Recession (Dowpiset, 2011). The evolution of entrepreneurship practice marks the beginning of a shift from a supply-side to a demand-side focus, from providing services to developing the pool of entrepreneurs. Lichtenstein and Lyons (2010) effectively argue that this pool of entrepreneurs can be expanded over time and present a model to do so and evidence of its effectiveness. However, enterprise development is essentially a place-based activity. In the short term at least, entrepreneurs are rooted to a particular place. The capacity of the community or region to embrace and advance ecosystem development becomes a precursor to, a necessary condition for, developing entrepreneurial talent. Importance of place in economic development Increased globalization and technological innovations bring into question the place-based nature of economic development. In fact, one argument in favor of entrepreneurship as a development strategy particularly for rural places is the fact that, increasingly, one can start and grow a business from anywhere. For rural communities with more limited capacity to engage in effective economic development, the relationship between place and entrepreneurship is critical. Entrepreneurs also impact the social structure and value of the place itself. In turn, rural entrepreneurs are potentially more likely to remain in their rural locale if they are deriving value from both the economic and social/cultural assets of that place. However, the broader community, through its leadership and decision making choices, also plays a role in determining the characteristics, resources, and capacity for economic development. Entrepreneurs operate within a particular economic and community environment. While they drive decision making related to how they combine assets to respond to market opportunities, their ability to easily access the resources needed to build their own skills and further develop their business enterprise may be determined by the community's capacity and commitment to entrepreneur-focused economic development.

Strategic management

In the current competitive and economic world, many companies use strategic management as significant structure to make the business environment more manageable (Wheelen and Hunger, 2008). Moreover, many researchers state that one of the most reasons for having an unsuccessful strategic management refers to the failure of implementing the strategy.

Higgins and Vincze (1993) state that strategic management is the process of administration the pursuit of organizations mission while managing the relationship of the organization to its environment. Moreover, strategic management effectively discusses four points and it gives answers for these points in order to understand the business clearly (Wheelen and Hunger, 2008). Strategic management function and definition they are as

follow (Hofstrand, 2007) 1) The current position of the business 2) The position of the business in the future or target 3) The way to reach that position or strategy of firms to achieve to target 4) The new position situation or evaluation and feedback 5) The fundamental model of strategic management is consisting of four phases which illustrate as follow, additionally each phases has their sub-phases and element. Moreover, as a significant of strategic management, many authors and researchers for decades attempt to identify and evaluate the factors which have influence on strategic management implementation such as strategy and purpose, structure, systems and processes, staff, resources, shared values, organizational culture, and strategic performance (Higgins, 2005), style of leadership (Inwang, Udom, Thida, 2017), market, people, finance, adaptability, and environment (Lingle & Schieman (1994) action planning, organizational culture, human resources (Birnbaum, 2007).

Success of community enterprise entrepreneur

Community enterprise entrepreneur group have been found most likely to succeed in improving business growth and profitability when they follow certain core practices 1) Maintain a focus on markets and customers 2) Develop the workforce (Inwang and Inwang, 2012). Successful small business developers analyze their prospective markets and develop products or services that offer a clear competitive advantage. Developers embody their vision in business plans that articulate, among other things, the size and growth rate of the market, the purchasing practices of the customers, why customers will choose the new business over others, what financial resources are required to start and maintain the business, and where those resources will come from. Successful small business development inevitably requires some measure of workforce training and/or human resources services. Business start-ups require a host of services beyond what the staff of most small business development organizations can provide on their own (Dowpiset, 2011).

In my conceptualization, feature of business operation of community enterprise entrepreneur group provides a platform to mainly use local raw materials, use technology necessary for herbal product production, use local labors and local area, using resources with value appreciation. For business strategy of community enterprise entrepreneur provides a platform to create network with herbal business, seek herbal products for distribution to markets continuously, conduct public relation in all channels continuously, make business plan systemically with clear target determination. And success of community enterprise entrepreneur provides a platform to potential in business management continuously, have outside alliance and network of herbal businesses, develop to increase products continuously.

Framework of Study

The concepts, theories and research papers were used as the basis to create the framework of the research. The researcher has applied strategy formulation concept on business management (Robbins and DeCenzo, 2004; Kaplan and Norton, 1996; Drucker, 2005) on strategy and business success (Higgins and Vincze, 1993) network business

(Drucker, 2001; Kaplan and Norton,1992; Frese, 2000) on community enterprise management of promotion commission (Inwang and Inwang, 2015)

Conceptual framework of the Research

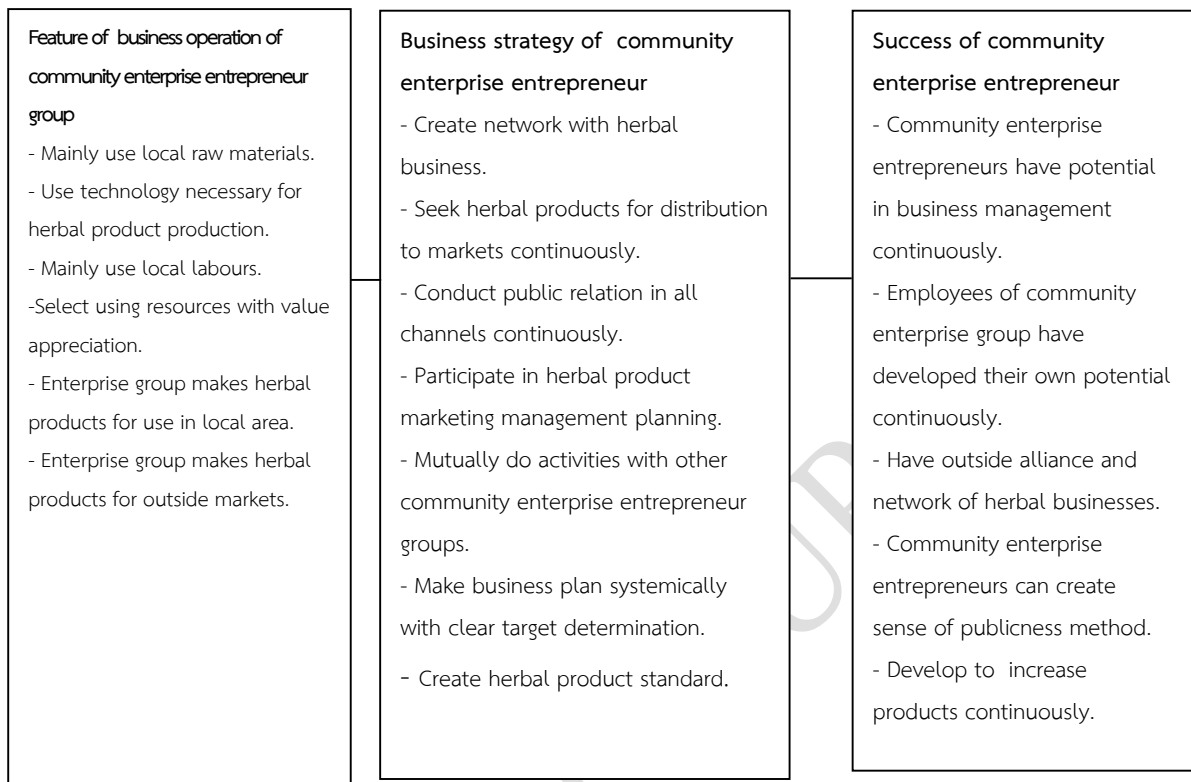


Figure 2 Conceptual framework of the research

Research Methodology

This study is a qualitative research using data collection by in-depth interview with key informants from 1) Herbal product entrepreneur group and herbal product entrepreneur group of herbal beverage, spa, herbal medicine and processed food, using random sampling of 50 percent of lower Central Region 1, and a sample random make a list of the lottery in four provinces were drawn. They are Nakhon Pathom, Ratchaburi, Suphanburi and Kanchanaburi, and then selected the herbal product community enterprise entrepreneurs which were awarded last year from those four provinces. Eighty persons were selected, 2) A group of commercial academicians or specialists in herbal product business or specialists in community enterprise, using specific sampling where 14 persons of which were selected, and then conducted data content analysis.

Research Tools

This research used data collection tools as follows.

Documentary Study

The researcher studied concepts, theories, and research papers concerned with concepts and theories of business management, concepts and theories of business strategy, concepts of community enterprise management, concepts of herbal product business, and concerned research which can be further used as the method of in-depth interview.

In-depth Interview

The researcher used the documentary study as guideline for interview structure determination and submitted to Research Advisor for inspection and improvement for completeness, and then submitted to 3 specialists for inspection and improvement and giving comments for completeness of the interview form. Therefore, the researcher further used it for interview with the community enterprise entrepreneurs and specialists who are key informants as defined. The interview form is in semi-structured model, the questions are open-ended question type while interview tools are tape recorder, camera and notebook.

Data Collection Method

This study is a qualitative research using in-depth interview. The method of data access and data collection has 2 parts, data collection from documents (Review Data) and from the field (Field Data).

1. Review data was collected by gathering and searching for secondary data from handbooks, texts, theses and research works concerning business strategy development from research centers of different universities in the country and studying from electronics medias.
2. Field Data

The researcher used in-dept interview with group of key informants by using semi-structured interview forms. The interview was informal, by setting questions into issues that cover and correspond with the research subject. The researcher had made appointment on date, time and place of interview. The researcher had sent letters requesting assistance in such data collection and also sent letters requesting for interview with specialist from the university to key informants, requesting for in-depth interview, until receiving acceptance and permission for the interview. In the interview, the researcher informed the interview objectives and asked for permission for taking notes of important points along with taking record, taking pictures in some cases. When the interview was finished, the researcher recorded the actual data collected without immediate interpretation. If there was any data that the interviewed person did not want to have evidence to be tape recorded, the researcher would take note of the interviewed words in the book instead, and also asked for permission for contacting the interviewed person later if additional data were needed for more complete data. When the interviews were finished in each day, the interviews would be taken for daily record and transcription, in order to check for data which were not clear or incomplete for further learning in the next interviews.

This study is qualitative research, the researcher conducted the trustworthiness of data received from in-depth interview by taking the received data of the interviews back to the key informants to confirm that the data given in the interview are correct and real (Supang Chantavanich, 1997, page 24-36).

Data Analysis

The data of the study are qualitative research data. Secondary data were analyzed by using content analysis method to describe, along with data table form of data searched from the concerned theories, documents, evidences and research works, through data correctness audit conducted by research advisor. Primary data was collected by in-depth interview with key informants combined with all types of data collected from documentary study and in-depth interview are taken for analysis and synthesis for interpretation of data and fulfillment of research objectives.

Research Results

From the study, the features of the business operation of community enterprise entrepreneur group, feature of business strategy of community enterprise entrepreneur group and method of strategy development of herbal product community enterprise entrepreneur group in lower Central Region 1 are as follows.

The data showed found that basic personal data of key informants are as follows.

The community enterprise entrepreneur group of 80 persons, most of which are entrepreneurs of processed foods, or 31.25%, 53.75% have experience in business operation for 10 years but not over 15 years, 50% have registered capital about 500,000 Baht but not over 1,000,000 Baht, 52.50% have employees average of 6-10 persons, 51.25% have opportunities to participate in government trade fairs and most of them, 57.50%, have passed training and development of skill, knowledge and competence in business operation, 42.50% have visited and learned from the group that has succeeded.

The group of commercial academicians or specialists in herbal product business or specialists in community enterprise with marketing experience, totally 14 persons; most of key informants or 64.29% are female, 49.83% have their ages range between 35 and 45 years, 64.29% have graduated master degree level and most of them, or 50%, have worked on marketing for entrepreneurs of One Tumbol One Product Project of small and medium enterprises and community enterprises, 28.57% have commercial skill, and 21.43% have herbal product business.

It was found that there is use of local resource and intelligence for highest benefits. Most of raw materials are mainly local resources. This creates works and careers to community people, mainly uses local labor, modern technology has been increasingly used in production, applying financial and accounting system, inventory, emphasizing on production that is friendly to environment, having product distribution system, quality inspection, using local products and to sell outside, having participation in provincial and international trade fairs.

It was found that there are different types of herbal product business, that herbal

beverage business uses strategy of making differences, spa business uses strategy that emphasizes on growth, herbal medicine business uses strategy of product development, and processed food business uses marketing strategy for making product identity.

The method of business strategy development of community enterprise entrepreneur group, were five methods of business strategy of community enterprise entrepreneur group, namely : 1) Development of group of entrepreneurs and employees to have knowledge of management, production technic and skill, 2) Development of products and packaging, 3) Development and improvement of business, increasing knowledge and making alliances, networks and members, 4) Providing trainings for employees, developing knowledge of community environment management, and 5) Self-sufficiency and further conservation by using base of local intelligence and raw materials.

The business success of community enterprise entrepreneur group, from the case study on herbal product business in lower Central Region 1, found that 1) For development of human resource human dimension, there are development of human resource or local people, community leaders, local employment, and employees, 2) For development of networks of social dimension, there are business networks that promote marketing, production, making product innovation with technology, 3) For marketing and production economy or economic dimension, there are are income- generation, production development and marketing development, and 4) For environment or environmental dimension, there is creating conscious mind in environment preservation.

From the above research results, the following are the conclusions from the above - mentioned results it can be concluded (Figure 2)

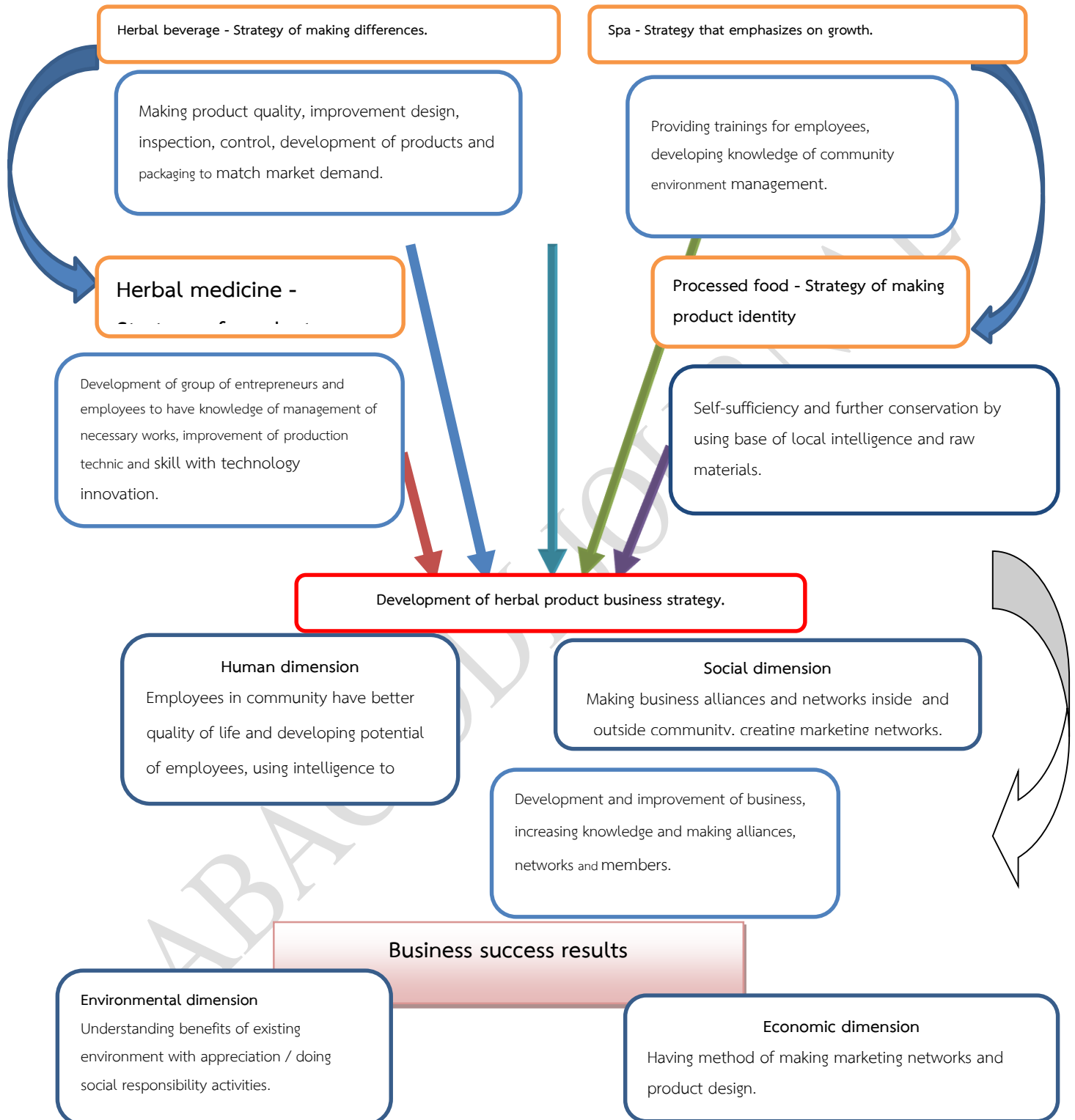


Figure 2 Conclusion of business strategy of community enterprise entrepreneur group, case study on herbal product business in lower Central Region 1

Discussion of Results

The research discovered that each type of herbal businesses studied has the same herbal business operation, mainly using local raw materials, emphasizing on developing local people, operating by using resources in the community. It was also found that newly developed technology in community enterprise is one method that strengthens the community, which corresponds with office of the Secretary of the Board of Community Enterprise (2010) that mentioned that community enterprise is a community business that produces products and provides services, operated by group of persons who have common relationship and way of life and gather for the business operation, in order to generate income and for self-sufficiency of the community families and between communities. This is similar with the concept of Phongphit, Nantasawan and Rackphinit (2001) who stated that community enterprise emphasizes conduct business for self-sufficiency of community families and between communities, by using raw materials, resources and community intelligence to make products in order to create economic and social development and learning of community. It is also aligned with the research by Inwang and Inwang (2015) on the method of development of network of community enterprise leader group of agricultural products in Phitsanulok Province. The research results of which found that the important feature of community enterprise is that the community is the owner of the business, products come from processes that community has initially created, as an innovation of the community based on local intelligence mixed with international intelligence, having operation in the form of integration connecting different activities systematically, having learning process as the key factor, having self-sufficiency. It is probably because community enterprise group is a method of grouping for enhancing income livability level and to make strength to rural sector.

The study also found that the business strategy that is suitable for herbal business group is strategy of making differences of product or the product is the way of increasing choices for making decision for consumers. Developing packaging is an important part that helps promote product and creates the difference when compared with product or service of the same kind. In packaging design, therefore, it is necessary to have creative idea as the identity to make attractive producers for consumers. This finding corresponds to the research of Pongprayong (2013) on Method of development of community enterprise group of processing and products of Samut Songkhram Province, which aimed at determining the level of development of community enterprise group in processing and product differentiation. Porter (2003) stated that the difference of product is a key strategy factor in product competitive advantage.

The business strategy of spa business group emphasizes on growth, business diversification, business expansion to gain more market share. This corresponds with the research of Chantaravong (2014) which determined the marketing strategy of Spa Baandin Co., Ltd., which has chosen strategy of growth, as the market has high potential and has trend of use of service continuously, and it emphasized on business diversification on business that have relationship with original businesses.

The business strategy of the herbal medicine business group is the strategy of product development by developing product to match the need of consumers, having diversified from the original product, making Thai herbal medicines trustworthy, and improving the packaging to be attractive. This corresponds with the National Bureau of Agricultural Commodity and Food Standards (2016) that allows hospitals and public health stations subsidiary to Ministry of Public Health to use herbal medicines to supersede modern medicines, and herbal medicines have been filled in the National List of Essential Medicines for 22 items. This helps increase the research for herbal medicine product development and have the potential and trustworthy qualifications to improve the confidence of consumers.

The business strategy of the processed food business group is the marketing strategy for creating product identity. Product brand is deemed to be very important. This corresponds to the study of Waijittragum (2016) creating product identity of halal products in Thailand and it found that product identity can be created to halal products by using marketing strategy with four prominent points which are product usefulness that emphasizes on nutritive value of freshness and cleanness, product appearance of external decoration and the packaging must attractive, product value that affects feeling of consumers and make consumer feels that the product is good for health, for quality of life and consumer confidence. The product characteristic makes consumers feel these products are good for their health.

The methods of development of business strategies of community enterprise entrepreneurs group involves the development of the group of entrepreneurs and employees to gain knowledge of management, improvement of production techniques and skill, in order to support local products to be able to be exported to foreign markets. This will benefit income generation of the local community, for career stability of local community people to be able to develop their quality of life and their families to be better. Local products should be ready for trading competition by strong promotion activities. This findings are aligned to the study of Rakliang, Inwang and Inwang (2010) on the method of development of community enterprise leader group network of agricultural products in Phitsanulok Province. The study found that executives of community enterprise group and concerned persons have placed importance on and realized the needs for promotion and support of learning development on management systematically and continuously, to be able to effectively manage community enterprise group.

Development of products and packaging is the main problem of community enterprise entrepreneurs, as most products and services lack development and design to meet the requirements of market, unable to make difference and distinction, and unable to increase value to those products and services, and therefore the products are at sold at low prices. A main cause is that the entrepreneurs still lack knowledge and understanding. This corresponds with the declaration of cabinet policy by General Prayut Chan-o-cha, Prime Minister, (Department of Industry Promotion, 2015), which mentioned about the operation plan of increasing the ability of small and medium enterprise entrepreneurs in order to be

able to compete efficiently by increasing knowledge of the efficiency of production process, product and service development, increase the value of management in organization, adjust the support structure and movement of small and medium enterprises to be clearly systematic and unique, both in accessibility to sources of capital and services of finance and investment for small and medium enterprises, and in creating opportunities for both domestic and international markets. Saengthong (2010) states that community enterprises should conduct product design, such as logo and packaging to enhance customer interest in the product and to add value to products.

The development and improvement of the herbal product business need continuous knowledge development and building of alliances, networks and members. The community enterprise group has a weak point that obstructs self-development- it is the lack of common management and grouping. This concept was mentioned by Porter (1990) stating that business can survive creating business alliance. In the same way, Drucker (1977) mentioned that the method of setting new small organizations may accomplish bigger tasks through network alliance and customer relation management .

Providing training for employees is the process of increasing the working efficiency of employees because it helps develops knowledge, competence and skills of employees, , experience, competence, attitude, and to create readiness for efficient working. Inwang (2011) stated that personnel training supports knowledge and doing internal activities to support tasks of employees. Pornchaiwisetkul et al (2003) mentioned that successful entrepreneurs shall conduct development of personnel in organization, working instruction, explaining, and employee training on different necessary skills as well as new modern skills. Pattarabanjird (2011) mentioned that successful entrepreneurs seek additional knowledge, all the time.

Self-sufficiency and cumulative conservation is possible through the utilization of local intelligence from ancestors and raw materials from the locality. Production activities have relation with the life of people in community. Supoj Inwang (2015) mentioned that community enterprise operation has the intelligence of community organization, having community members as owners of production factor, trading and finance, and needs to use production factor and resources in all procedures to make the learning of community support economic and social success. Phongphit, Nanthasuwan and Rackphinit (2001) mentioned that community enterprise has significant characteristic of using community intelligence combined with international intelligence, promoting the self-sufficiency of families and target community, with community members as owner of production factor, trading and finance, and needs to use production and resources to enhance community learning.

The business success of the community enterprise entrepreneur group found that
1) development of human resource must include resource or local people, community leaders, local employment, and employees 2) the development of networks of social dimension, promote marketing, production, making product innovation with technology, 3) to

develop marketing and production economy or economic dimension , the income, production development and marketing development is important ; and 4) Environment immersion includes creating conscious mind for environment preservation. Pattarabanjird (2011) stated that successful entrepreneurs dare, desire for successful, possess creative mind, knowledge development , have the ability to convince others, persistence in hard work , and are able to adapt to environment with cooperation, competition and honesty.

Research recommendations

This study has the following recommendations:

From the research result on strategy of business operation, strategy of making differences, strategy that emphasizes on growth, marketing strategy for creating product identity; entrepreneurs of herbal business or related businesses, therefore, can take utilize them to design strategic plans for development of products and marketing of the business.

From the research result on the limitation of herbal business, entrepreneurs should place importance on quality, flavor, color, and model of package, differentiation by using strategies to allow consumers to better know the b products , expand the area of distribution in prominent and convenient locations , increase sale promotion through advertising through website, use marketing innovation, increase online marketing to increase the sales volume of different herbal products such as processed foods from herbs, or products used in spa business.

From the research result, spa business entrepreneurs should find employees who have the knowledge and expertise. Entrepreneurs have to recruit only persons who have passed training from Ministry of Public Health and have adequate working experience. Besides, entrepreneurs should provide training on good service, good manners and personality for employees to improve customer satisfaction. Entrepreneurs should prepare information documents on spa knowledge, having full and clear details of model of service, or records of previous trainings and work experiences of service employees which customers can verify through leaflet, brochure, and through online media channels such as Facebook. The importance of a managing subscriber system is important for efficiency and customer satisfaction in the spa parlor, which will be good for maintaining existing customer base, and also promotion through word of mouth.

From the research result on herbal medicine, the government should place importance on research and development of herbs in order to increase the value and quality of Thai herbs. The provision of budget for conducting research and development of Thai herbs is also necessary, Entrepreneurs and government authorities should make the data base accessible, usable, convenient and simple. The responsible authorities must be ready to provide knowledge and convenience for the operation of use of herbs and herbal products substantially, and to seriously conduct follow up, inspection and evaluation.

From the research result on processed food, government and authorities concerned with

publicity of information on herbal foods must create clear product brand image of food business to better identify food business and consumers learn of through presentation of different media forms. Authorities concerned should conduct food quality control by certifying products that meet standards, develop food business to be sustainable by creating process of movement of community enterprise network efficiently between government sector, both in central and local areas, private sector, and communities or between communities.

Authorities concerned should provide experts on product design knowledge for herbal product business entrepreneurs in lower Central Region 1.

Herbal product business entrepreneurs in lower Central Region 1 should conduct public relations through several channels and the authorities concerned should support websites making of herbal product group in lower Central Region in order to publicize in online market continuously, systematically and substantially.

Recommendations for Future Research

As this research has not indicated details of community enterprise development, therefore the next research should additionally study the details of strategy of community enterprise development of each field, such as organization management development, activity/product development, marketing development, etc.

This research has not indicated about community enterprise network development, therefore the next research should study network connection and development, especially networks of learning, production and marketing, including alliance members concerned.

This research is qualitative study by interview, therefore the next research should conduct participatory action research, to be aware of real problem conditions and potential of community enterprises, by assigning every person to participate in policy determination, promoting participation of community enterprise group network substantially to make strength, including development of leadership and participation of people in local community, for sustainable development.

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