



Knowledge Management for Business Enhancement of Community Enterprises of Lablab Bean, Mae Sot District, Tak Province

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Abstract

This research focuses on the transformation of intellectual capital from knowledge management: the knowledge, experience, intellect, and skills accumulation of the community enterprises of lablab bean and brings to a business plan concept, applying the three main capitals of human, structure, and relation. In reasons of the field survey data, the community enterprises of lablab bean do not generally have any business plan, but rather proceed through trials and errors. Consequently, their organization's management has been increased the operating expense. The research objectives are to study the intellectual capital of the Community Enterprises of lablab bean, to study the knowledge management of the Community Enterprises of lablab bean and to apply knowledge gained from the intellectual capital to the business planning. The results demonstrate that human capital emphasizes members' development by knowledge transfer from previous generation to current generations for more than 50 years in lablab bean selection and raw material-inventory. Structural capital is a small and flexible organization and good cooperation to Social Development Office, Tak Provincial, Industrial Office, Tak Provincial Government's Office, Naresuan University, Mae Sot Commercial Office, and groups of farmers for accelerated production, cost- reduction, and packaging, which maintain to taste and smell of lablab bean in origins. Relationship capital focuses on taking care of customer services as impression and repurchase. Knowledge management as the SEGI Model points out that tacit knowledge has been in a head and members of lablab bean selection, bean deep-fired through workshop training attendance in marketing to cycle of continuous development. Business plan shows SWOT analysis, where the straight points are the plant of geographic identification and lablab bean product development to be approved by Community Product Standard, Food and Drug Administration as well as Good Manufacturing Practice (GMP).

Keywords: 1) Knowledge Management 2) Intellectual Capital 3) SECI Model 4) Community Entrepreneurs 5) Business Plan

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Introduction

According to the Twelfth National Economic and Social Development Plan, the Thai government drafted a concept of the cross-border economic zone of Thailand using the important access of the location as a trade point with neighboring countries to further advance the development of the region as a means to elevate the quality of lives of the Thai population (Sukyaipan and Hongkailaud, 2018, pp.135-144). The distinct characteristic of the Tak Special Economic Zone, especially Mae Sot District which borders Myawaddy, Myanmar. It is also the main trade point with both land and air transport networks. Most importantly, it is also a fertile agricultural area (Tak Special Economic Development Office, 2016, pp.1-15). According to the field survey regarding processed agricultural foods, the author was introduced to lablab bean by Mae Sot Community Development Office which is expected to be promoted and developed to become a processed agricultural food served on Thai Airway flights. Lablab bean is a processed agricultural food made by deep-frying. lablab bean is unique to Mae Sot District, Tak Province. It can only be farmed once a year. The distinct features of lablab bean are its small size, firm texture, and its delicious taste, all of which made it popular among the general public. The locals made lablab bean into local food and snacks. Its consumption history has lasted for more than 50 years. It can only be farmed in certain parts of Tak and it is a unique identity of Mae Sot District. On the 28th of June, 2019, the Department of Intellectual Property announced the title of Geographical

Indications (GI) to Mae Sot's lablab bean.

The process of making fried lablab bean started with choosing fresh, high-quality beans. Beans that have been kept overnight are exempt from being fried. The frying process begins by deep-frying lablab beans in coconut oil. Lablab bean generally contains a high amount of water. Therefore, they need a relatively high amount of oil to fry. Lablab bean will be fried until they are dried and crispy. Each frying takes over 2 hours. This results in the delicious lablab bean. It is to be noted that this process takes extensive experience and skills.

According to the information from Community Enterprises of lablab bean, knowledge is an important key to intellect. Arming an individual with knowledge is a way to elevate skills and intelligence that will support the potential and performance of an individual and their organization. Intellect can also create value as an income out of intangible assets (Edvinsson and Malone, 1997, pp.19-30; Rafiei, Feyzi and Azimi, 2011, pp.497-507). This is referred to in a general term by scholars as Intellectual Capital. Intellectual Capital is an important tool to organize business organizations. (Edvinsson and Malone, 1997, pp.19-30; and Vijarn, 2004, pp.13-24)

For this reason, the author was interested to study the transformation of intellectual capital from knowledge management: the knowledge, experience, intellect, and skills accumulation of the community enterprises of lablab bean, to lead to a concept of a business plan determining its future direction. According to the field survey data with the community



enterprises of lablab bean, the community enterprises of lablab bean do not generally have any business plan, but rather proceed through trial and error. Certain processes of their organization's management increase the operating expense. Most of the community enterprises of lablab bean do not have any risk management plan for the future. The author envisioned that a proper business plan will be an important direction to assess both the internal and external environment of organizations, allowing organization leaders to determine vision and missions to dictate their management direction. This is also to build differences in products and services, allowing advantage in competition and elevate the marketing capability to maintain customer relationships and seek new customer base which is the mechanism to allow organizations' growth. A business plan can be created with SECI Model by (Nonaka, Umemoto and Senoo, 1996, pp.203-218), a mechanism to transfer knowledge from person to person and knowledge transfer via media to an individual or a group to allow constant knowledge collection and creation, as well as the capability of elevating intellectual capital, human capital, structural capital, and a rapid change capability to COVID-19 Disruption. The concept of community enterprises is one of the options that allow a community to thrive amid rapid changes through the collaboration of local people to join and start a business that suited their community.

Objectives

1. To study the intellectual capital of the Community Enterprises of Lablab bean.

2. To study the knowledge management of the Community Enterprises of Lablab bean.

3. To apply knowledge gained from the intellectual capital to the business planning of the Community Enterprises of Lablab bean.

Literature Review

Knowledge Management

Community enterprises must learn to adapt their thought process to understand business in a way that will create sustainable, stable, and long-term economics. This can only be achieved through continuous and systematic learning to gain a full understanding of the entire process. The capability development of community enterprises will lead to the highest possible benefit on the foundation of knowledge capital and intellectual capital, under the context of each respective area and needs. (Vichianpanya, 2004, pp.29-31; and Phanit, 2006, p.19)

Knowledge Management Model

Nonaka, Umemoto and Senoo (1996, pp.203-218) described the SECI Model as a diagram depicting the relation and fusion of Tacit Knowledge and Explicit Knowledge in 4 steps to constantly elevate the knowledge. The steps of the process are socialization, externalization, combination, and internalization, before returning to the first step to routinize the knowledge management.

Concepts of Intellectual Capital

Knowledge-based Economy explained that knowledge is the source of intellect, a valuable resource to an individual or an organization. Arming with knowledge, an individual

is opened to opportunities to elevate one's intellect that will benefit themselves and their organization as it could be transformed into monetary assets. Therefore, intellect is considered to an asset or Intellectual Asset. Knowledge is an important mechanism of competitive advantage and business innovation development (Hongladarom, 2012, pp.31-32; and Phanit, 2006, p.27).

1. Definition of intellectual capital

Rafiei, Feyzi and Azimi (2011, pp.497-507), Edvinsson and Malone (1997, p.29) and Rungruengwichakul (2013, pp.79-83) have concluded that intellectual capital comprises capital and assets an organization owns, as well as the relationship of 3 elements of knowledge management: human capital, structural capital, and relational capital.

1) Human Capital -- HC is the knowledge assets of employees that serve the most important role of every organization as it is the source of creative strategies. Human capital is a critical part of the knowledge, skills, experience, attitude, intellect, and creativity of employees and executives. It is also the source of innovation and an organization's strategy.

2) Structural Capital -- SC comprises all knowledge in an organization. It is a valuable strategic asset that does not involve humans such as information systems, network systems, processes, databases, strategy and operations, customers database, and an organization's administration handbook. Structural capital relates practically to human capital and relational capital as it solves operational issues and issues of the internal and external processes of an organization.

3) Relational Capital -- RC refers to all knowledge within relationships with outside parties such as customers, suppliers, business partners, competitors, respective industrial organizations, and external stakeholders. Relational capital can be used to predict market directions.

Business Plan

Business plans indicate the determination of executives and employees to drive activities to reach the intended goals. Business plans include the preparation of resources that dictate business strategies. An organization could follow its objectives, along with evaluating its financial and accounting status, (Sahlan, 1997, pp.98-108; Pavan, 2009, pp.70-79) as well as employ a strategic plan for a business. Therefore, an organization should focus on the idea of all level personnel and evaluate its performance to understand activities, projects, and strategies that took time before reaching its intended goal, as well as taking into account considerations regarding directions or development in the future.

Burns and Dewhurst (1990, pp.114-116) and The Professional Accountants (2006, pp.47-50) explained that a business plan can create business opportunities under challenging circumstances and allow an organization to understand its weakness and strength to allow itself to employ its full potential in the competition or to continue a constant development. It also allows for the maintenance of financial balance, network strategy, directions, and evaluation of organizational performance. Therefore, a business plan needs a clear goal to allow success and an emphasis on true



potential in a competition, along with an organization's weaknesses and strengths in the competition.

Methods

This study is a qualitative research (Podhisita, 2013, pp.30-39; Chantavanich, 2016, pp.5-20) analyzing intellectual capital using an analysis on human capital, structural capital, and relational capital to managing knowledge. This study also employed SWOT analysis in a form of in-depth interviews by extracting crucial intellectual capital with an emphasis on local intellect derived from the tradition of consuming lablab bean in Mae Sot District, Tak Province, to ultimately lead to the SEGI model and initial business plan.

Key Informants

1. In-depth Interview

The author determined the target groups (Participants) for data collection to be the group of community enterprises of lablab bean and other key informants through purposive sampling and their consent. There are a total of 15 informants based on voluntary as following as;

1.1 Mae Sot Community Development Officer, Community Enterprises president and members, and ultimately, customers.

1.2 Government agencies and private agencies involved in directing community enterprises of lablab bean, Mae Sot District, Tak Province. The knowledge assets were evaluated and SWOT analysis was used with the government's viewpoint in mind. This process then led to an initial adjustment of the

business plan. The collected data is found to be redundant, indicating high accuracy.

1.3 Scholars who have studied or provided consultants to community enterprises of lablab bean, Mae Sot District, Tak Province. The knowledge assets were evaluated and SWOT analysis was used with their viewpoint in mind. This process then led to an initial adjustment of the business plan. The collected data is found to be redundant, indicating high accuracy.

Research instrument

The author categorized the search instrument used in the data collection process as follows.

Using snowball sampling method by starting from the recommendation The intellectual capital was analyzed and the knowledge management process was concluded. This process then led to an initial adjustment of the business plan. The collected data is found to be redundant, indicating high accuracy. In this study, the sources of secondary data are as follows.

Academic papers involving related theories and studies. The author researched information for this study from books, documents, articles; research and report regarding intellectual capital, knowledge management, local wisdom, business plan, and history of lablab bean. Furthermore, the author also studied the geographical indication of lablab bean by the Department of Intellectual Property.

Data Analysis

1) Analytic Induction, analyzing data

from synthesizing intellectual capital and knowledge management under the SEGI Model to output way to pass knowledge and create a business plan collaboratively.

Results

Part 1: Analysis of intellectual capital: human capital, structural capital, and relational capital.

1.1 Human Capital

Human capital is a valuable element of various capabilities of an individual. It consists of knowledge of a respective field that an individual understands and will lead to skills to allow actions such as designing Thai silk clothing or basketry bamboo products. Attitude is the thought process of an individual through feelings and experience. All three elements combined are called competency that is an accumulation of knowledge and experience through time, which leads to the capability to analyze, synthesize, and creativity.

The community enterprises of lablab bean, Mae Sot District, Tak Province, have been familiar with these ingredients for over 50 years. Most people in the community enterprises gained knowledge and experience from their ancestors of local wisdom in processing lablab bean into savory food and desserts, which became an identity of Mae Sot people. In the past, the ancestors of people in the community enterprises of lablab bean, Mae Sot District, Tak Province, are known to roast lablab bean in a pan, resulting in what's called "roasted lablab bean". The roasted lablab bean are ripe and both in green and white. It was then developed into the first product to be sold in the com-

munity. The community enterprises of lablab bean then switched from roasting to frying. The accumulated knowledge suggested that frying ripe lablab bean cause them to harden and is not ideal for consumption. Therefore, they experimented with frying green lablab bean in coconut oil before seasoning them with salt to make a snack. This then became Mae Sot lablab bean product popular among current consumers. Fried lablab beans taste better and are crispier than roasted lablab bean. Due to this recipe, the community enterprises of lablab bean add one more product to their product collection to the market. Whereas before, the only product was roasted lablab bean.

Knowledge and experience of the community enterprises of lablab bean have been passed down from generation to generation. Memorizing, observing, questioning, and trials and errors are considered intangible intellectual capital. As knowledge and experience are being developed, it creates a unique popular product from an old product. The packaging has also been improved to be more contemporary.

The community enterprises of lablab bean have also experienced seasoning fried lablab bean with wasabi-flavored powder, but it has not gained much popularity. For this reason, they started to focus more on selecting their primary ingredients, lablab bean. They began by only choosing their ingredients from high-quality farms. The chosen beans are required to be green. They also consider their age and size to follow their manufacturing standard. The storage period of the beans does



not exceed 1 night to preserve the quality and follow the organization's standards.

Therefore, the author concluded the study result regarding intellectual capital as follows. The community enterprises of lablab bean gained their knowledge and experience through practice. This provided them with skills and wisdom that are intangible that can generate income for the community. The analysis of intellectual capital discovered that knowing when to buy ingredients affects the cost and profit of product sales, and extending products' shelf life can affect the time of sales annually, which will allow the members of the community enterprises of lablab bean to have more income. Trials and errors to invent new products indicate the potential and creativity of developing the original product made by their ancestors. This intellectual capital can create organizations' strategies to give them a competitive advantage.

1.2 Structure Capital

Structure Capital relates directly with human capital and relational capital, both internal and external, to create growth and sustainability. Structure Capital has two more supporting components: technology and innovation. These allow the current knowledge of an organization to be shared and stored, as well as leading an organization to an efficient work process of personnel and human capital. They are also a guideline to create relational capital in the future. An organization must show an ideal corporate culture and provide opportunities for personnel and human capital to learn and propose opinions of all levels or build itself to become a learning community.

This will connect structural capital, human capital, and relational capital, giving the organization sustainability.

The community enterprises of lablab bean have a structure of a small organization with a president, a vice president, a treasurer, and members. Most of the founding capital that supports its activities and elevates its manufacturing standard comes from business experience, ancestry wisdom, organizational network, suggestions, training, support from the public and private sectors, and scholars who support the development of the community enterprises of lablab bean. The study result can be described as follows.

The community enterprises of lablab bean received a suggestion from the Community Development Department to register themselves as community enterprises. There are 2 main community enterprises of lablab bean that have been continuously developing: 1) The community enterprise of Mae Phong Bean and 2) The community enterprise of lablab bean Patin. The list also includes approximately 20 unregistered community enterprises that run as family enterprises. The government provided support by nominating lablab bean as OTOP in OTOP Product Champion: OPC. The product received 4 stars and was certified as a unique product of Tak province.

This also includes related integration in terms of agriculture and industry to develop, create opportunities, expand the market for the community enterprises of lablab bean both online and offline, receive an operational budget to create opportunities for business operators, create fair trade, promote sources of

funds according to the Ministry of Commerce's policy in increasing income of business operators and the local population, expand market channel by promoting sales of other products alongside lablab bean, organize events with partnered agencies outside of Tak province, and create branding through packaging to increase value.

1.3 Relational Capital

Relational Capital is the value of possessing a relationship between human capital and structural capital to create benefits for an organization, or to combine both to create benefits for an organization, or to combine various potentials hold by human capital to create value or innovation. These values can only be created with a good relationship, trust, and consumers data collection for building a suitable strategy for the consumers. This consequently creates loyalty to the organization, brand, and service, as well as repurchase and positive opinions from a wider range of potential clients (Manavarindrakul, 2018, pp.41-50).

Relational capital relies on a relationship between business operators of the community enterprises of lablab bean and its customers. However, the author also includes the relationship between partners groups and stakeholders. The community enterprises of lablab bean utilize data gained from various groups to form its market direction and development of products and services to create loyalty. The community enterprises of lablab bean also have relationships with the various networks, including customers, service recipients, government agencies, private agencies who provide recommendations and support,

as well as news of critical training regarding product and service development to create the development of human capital alongside an ideal organizational structure. This also includes the development of products and services, sincere listening of feedback by customers and service recipients, improvement of service from storefront staff, improvement of online sales service, after-sales service, and discounts for regular customers to build loyalty.

"We treat our customers like a god. We must fulfill their demands. If they'd like to change their product, saying it's bad, we accept their feedback and change it. Let's say our product breaks after its delivery. Once our customer took and sent its photo to us, we need to quickly apologize. Even though it's not on our part, we have to send them a new one. This is especially true with online customers. But for storefront customers, we politely greet them. I always emphasize this to my storefront staff. Initially, we have a problem with the unfriendly manner of our staff. I told them about the issue and it has been improved since. I mainly focus on fulfilling customers' demand and never talk about them behind their back" (Informants 1, 2, 3, and 7)

Another meaning of the relationships of the community enterprises of lablab bean covers the relationship between suppliers or farmers who produce lablab bean for the community enterprises of lablab bean, as well as its relationship to the community through purchasing lablab bean from farmers who sell processed ingredients. The community enterprises of lablab bean purchase such beans and



process them further by frying and packaging them. The purchase of the community enterprises of lablab bean spread income to several farmers' groups in Mae Sod region.

Part 2 : Knowledge Management

Knowledge Management is a management tool of organizations that is critical in building knowledge development on a personnel level and organizational level to increase their performance effectively through knowledge exchange, knowledge sharing among staff, as well as knowledge from general sources, experiments, inspections, analysis, synthesis, and conclusion to lead to utilizing resulted knowledge in achieving the intended. The SECI Model (Nonaka and Takeuchi, 1995, pp.9-20) prioritizes the process of continuously creating knowledge, sharing knowledge, and using such knowledge as an important part of information technology and new work systems. The two elements can lead to new knowledge depending on the circumstances. The diagram of the relationship between Tacit Knowledge and Explicit Knowledge consists of the following element.

3.1) S: Socialization, Tacit to Tacit, the first step, explains the social relation involving Tacit knowledge. It is a form of face-to-face knowledge sharing such as a meeting, or brainstorming out of each individual's knowledge and experience in a particular field. The knowledge is shared in the same environment and subject of bean frying. The knowledge shared refers to the process of frying beans which takes approximately 2 hours as the beans fit for frying contain much water, as well as the skill of identifying the color of fried beans to main-

tain the same standard throughout the lablab bean products. However, the beans need to be fried until they become crispy and dried. The frying process involves several rounds of frying oil and a lot of time. For this reason, members who are professionals in frying lablab bean is a valuable human resource that must be preserved as trainers. To develop and train members to fry beans, each community must bear the cost of beans used for practicing. It usually takes around 10 years for a member to perfect this skill. For this reason, a skilled member is usually an elder. Therefore, the community enterprises of Lablap Bean employ the strategy of taking care of their members' families in order to preserve the skill for the later generations.

3.2) E: Externalization, Tacit to Explicit, the second step, explains the external relation in transferring Tacit knowledge and Explicit knowledge. It is a process of presenting the knowledge in an academic conference and published journal. It is to develop the knowledge within Tacit knowledge to the outside through concepts, diagrams, charts, and documents that help the receivers to understand. Tacit knowledge will be developed, filtered, and share, before becoming the foundation of new knowledge for creating a new product with a new process.

"In frying green lablab bean, it was found that green beans are more delicious when fried than dried beans. The fried green beans are very delicious and do well in sales. Before, we made it simple by selling them in plastic bags like what a usual vendors do. After 2-3 years, we exchanged knowledge with out-

side networks and was trained. We then started to pack them in packets. We experimented and learned that green beans, if come into contact with sunlight, become pale and smell rancid. We changed to sun protection package before registering it as OTOP." (Informants 1, 2, 7, 10, and 13) The advancement in preserving lablab bean to last more than a year comes from the advancement of knowledge of the president of the community enterprises of lablab bean through inventing a new packaging to prepare for the external market and having practical training regarding processed food manufacturing by Federation of Thai Industries.

3.3) C: Combination Explicit to Explicit, the third step, explains the relation of explicit knowledge combination through organizing and integrating various knowledge together. For example, create a new prototype or work with existing knowledge. Explicit knowledge is created by combining knowledge from outside or inside of an organization and improving it to create new knowledge to be shared with personnel of an organization.

"Being registered with OTOP was supported by the Community Development Department in packaging. After that, various agencies such as the Department of Industrial Works and Tak Provincial Commerce Office came to help with packaging. The Community Development Department did a lot of work. They took care of packaging and its development. There was this one agency I couldn't remember its name. They help with the research as to what we should do and what we should not" (Informant 1 and 2) This follow the statement by informant 3, 4, 7, 8, and 15 in

terms of a constant need for developing packaging, "We keep changing the package." and "The products have been continuously developed. They make good products. The storage is fine. It makes me want to buy." (Informant 1, 5, 9, and 10)

3.4) I: Internalization, Explicit to Tacit, the fourth step, explains the relation of transferring Explicit knowledge to Tacit knowledge before being applied on the individual level. This covers learning and practicing. Once Explicit knowledge became Tacit knowledge, that knowledge then becomes an asset to an organization.

The author analyzed Tak province's policy regarding market promotion to elevate and expand the customers base, as well as to organize exhibitions of products in Bangkok and other provinces. The most important element is collaboration, by working with the knowledge of food manufacturing above the standard, packaging development with the support of the Community Development Department of Mae Sot that provides knowledge to members of the community enterprises of lablab bean to promote continuous development and competitive capability on the food market.

Part 3 : Business plan of Community Enterprises of lablab bean, Mae Sot District

3.1 SWOT Analysis

SWOT is a tool for analyzing small and medium-sized enterprises, including community enterprises. It is a process of analyzing both external and internal factors of an organization, as well as further operational plans. The major elements of SWOT are: analyzing external fac-



tors which are Opportunities and Threats, and analyzing internal factors which are Strengths and Weaknesses. The result of SWOT Analysis is a guideline for a community enterprise to follow in the present and the future to lead to the most ideal result according to their capa-

bility and resource in a competition. (Kessler, 2013, pp. 15-30; Chamornman, 2020, pp. 2-20)

According to the in-depth interviews conducted, SWOT Analysis result of the community enterprises of lablab bean is as follows.

<p><u>Strength</u></p> <ol style="list-style-type: none"> 1. Have been operating for more than 50 years. 2. Strong local wisdom 3. Thai geographical indications. 4. A complete value chain. 5. Certified by Community Product Standard, FDA and GMP. 	<p><u>Weakness</u></p> <ol style="list-style-type: none"> 1. Lack of digital skills and knowledge. 2. Lack of youth-cooperation promotion. 3. Lack of products variety. 5. Lack of access to funding.
<p><u>Opportunity</u></p> <ol style="list-style-type: none"> 1. a Special Economic Zone. 2. Community enterprises promoting policy. 3. Growth of Online Business. 	<p><u>Threat</u></p> <ol style="list-style-type: none"> 1. Covid-19 Pandemic. 2. Reduced Tourists. 3. Increasing Number of Competitors.

Source: Analysis by the author (2022)

3.2) Vision

A vision of a business or a community enterprise is an administrative tool that guides the direction of an organization according to the decision of the executives or an enterprise president and their members. Ideal guidance indicates a possibility of growth and intended profit. Vision is comparable to a compass of the executive to guide all members of an organization to the intended goal. The main point of an organization or a community enterprise revolves around being at an advantage in their respective field, having their made-up elements as a wide definition that includes all prominent features of an ideal business or a community enterprise, as well as their own main strength. Vision is a motivator and driving force of employees and members to the collective goal of driving the organization to success, as well as themselves. (Rob-

bins, 1995, pp.45-60; William, 2005, pp.17-31 and Community Enterprise Promotion Division, 2007, pp.1-12).

"The community enterprise of lablab bean elevates the quality of life of the locals. It is a unique local product that is continuously developed to compete in the food market."

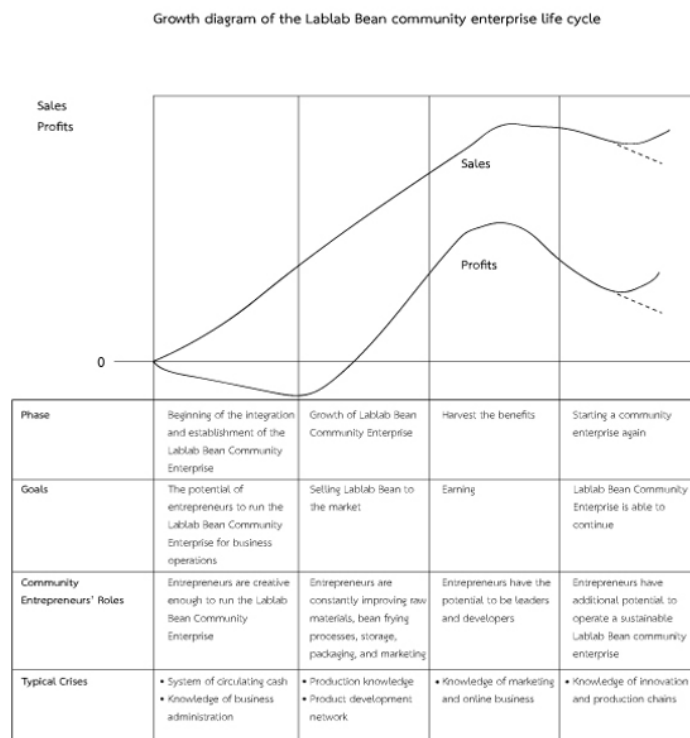
3.3) Mission Statement

A mission statement is a statement of an organization that is derived from its goals and intention. A mission statement refers to an organization's own strong foundation and its long-term inspiration which is the direction and scope of operation that will result in the aforementioned goals and objectives. In other words, a mission statement is the main operation of an organization, and the concise strategic goal about the foundation of its objectives in the short, medium, and long terms. In analyzing an organization, the elements

involved in mission statement administration are as follows: customers, products and services, location, technology, matters related to the existence of an organization, philosophy, concepts, personnel and members, corporate image, competitive advantage, and competitor. The major points of a mission statement are a long-term commitment of an organization to achieving its vision, and making all members within feel confident and respect the organization.

"Constant high-quality development of lablab bean and sincere service treating customers like family members. Creation of network and collaboration for future growth of the community enterprises of lablab bean and the regular exchange of knowledge among members" (The author's analysis of informants 1, 5, 6, 10, and 11)

3.4) Growth Diagram of the Lablab Bean Community Entrepreneur Life cycle



Source: FAC Applied Research Group (2000) and data analysis results.

This part refers to the cycle of the community enterprises of lablab bean, its sales growth, and the strengthening of members acting in operations from manufacturing to selling. Time is a critical factor that dictates the growth and reduction in sales. At each period, operations and strategy indicate the participation of members and the network which needs to plan, adjust, or develop certain aspects

carefully based on academic principles and experience of its members. The trend of the cycle of the community enterprises of lablab bean comprises 4 stages.

3.4.1. Introduction Stage

The Introduction stage is a stage where members of the community enterprises of lablab bean gather to establish the group through local wisdom, analysis of



local lablab bean resources in Mae Sot district, and various cooking method. At this stage, the sales growth will be at a loss. The resource spent during this stage will include human resources, ingredients costs, utility costs, packaging costs, cost of business management beginner course for members, manufacturing cost, accounting cost, logistics cost, and marketing costs.

3.4.2. Growth Stage

The Growth Stage is when products are launched into the market. Customers became aware and accept the products more. This is also where the operation of the community enterprise of lablab bean was developed into a more business-like operation, including purchasing of ingredients, selection, storage, packaging, and marketing. This stage represents a turn from a loss profit to a marketing-introduction stage. Demand for consumption becomes higher. The competitors such as fried broad beans, fried soybeans, peanuts, and fried cashews were in the market as well. The important strategy of the community enterprise of lablab bean was to create a new product which is Wasabi-flavored lablab bean to introduce a new flavor to the consumers. At this stage, they also collaborate with several networks to increase sales channels such as the provincial commerce office, the annual event of Mae Sot district, and distribution to businesses in Chiang Mai province.

3.4.3. Maturity Stage

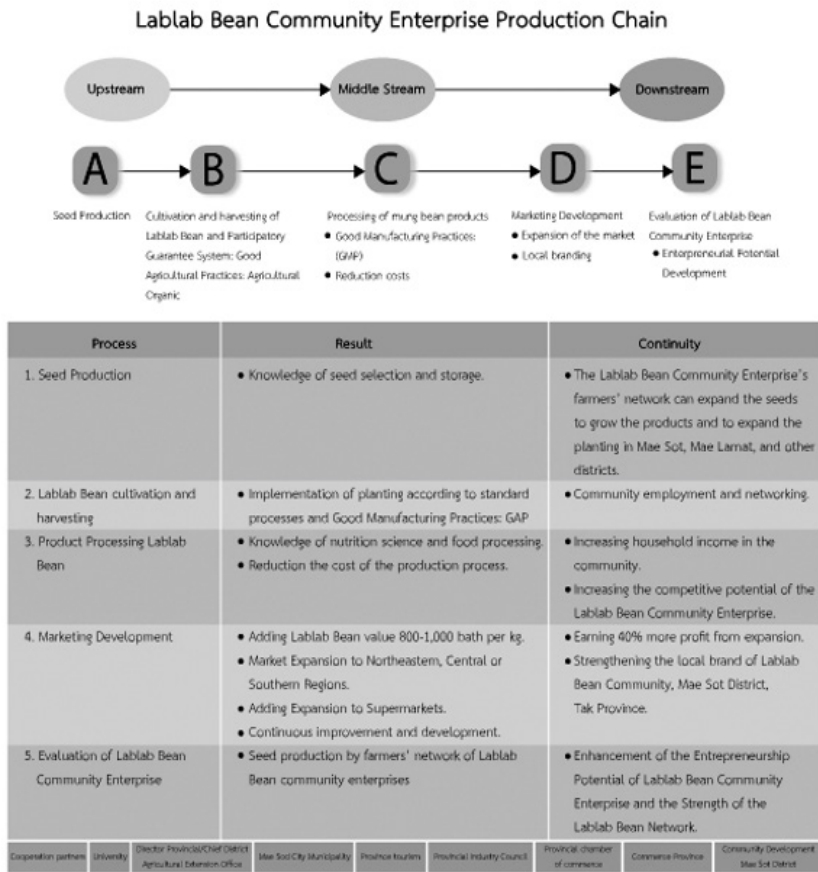
This is the stage where the market was saturated with lablab bean products. The profit will be at its highest. The community enterprises of lablab bean did not need to increase their manufacturing capability. The

profit gradually decreased to maintain market share. The community enterprises of lablab bean utilize the strategy of maintaining its customer base. Their premium customers are civil servants and private company employees who purchase lablab bean products regularly, especially during holidays such as New Year and Songkran festivals. lablab bean products are the gifts that are appreciated by the receivers. Quality improvement in the frying process, and packaging was what the community of lablab bean acted on in collaboration with the Community Development Department, the Tak Provincial Commerce Office, and the Federation of Thai Industries, aiming to create a local brand as a geographical indication.

3.4.4. Decline Stage

This is the stage where sales of lablab bean products decreased. The community enterprises of lablab bean started to reduce their market opportunities and expenses. Members of the group conducted brainstorming sessions to analyze issues of the products and economic, social, and pandemic situations such as the Covid-19 pandemic affecting operations in Mae Sot district where 90% of the operations rely on tourism. In other words, as tourism grows, more customers will purchase more local products. The Covid-19 pandemic from 2019 to 2022 directly affects the community enterprises of lablab bean, causing them to adjust their strategies such as reduction in storage and reduction in waste and storage cost, as well as keeping in touch with customers. Their members also participated in training provided by the government to further develop the community of lablab bean to become sustainable.

3.5 Value Chain Analysis



This analysis prioritizes activities in the value chain of each business entity, from ingredients sourcing, and processing, to the deliveries of products or services to customers. To create the competitive capability of a business, the business operator must analyze the value that occurred in each step of the process (Statement on Management Accounting, 1996, pp.7-23; Kaplinsky and Morris, 2000, pp.30-41). Value chain is a connection of activities creating value for a business. Connection of activities can be occurred both internally and externally and affects the competitive capabilities.

According to the diagram, the process of manufacturing lablab bean products following the value chain is as follows: The production of seeds is an agricultural process involving

selection and storage, especially by the farmers' network of the community enterprises of lablab bean; Farming and harvesting which include allocation of crops area, soil improvement, water system, pest control system, and training for farmers regarding organic farming; Processing of lablab bean, the community enterprises of lablab bean start selecting and purchasing lablab bean during November to December where they are at their highest price and could be produced for the customers. The midstream of this process is a rush to purchase lablab bean during January to March which is when the farmers produce a large amount of lablab bean to the market, causing the price to go down. The skills and experience are used to reduce costs during the selection, soaking, frying, and packaging process before distribut-



ing the products to customers. Also, the storage process is to preserve the nutrient, taste, and smell of the products. The downstream of this process is the market development to introduce a local brand of lablab bean products of customers' perception

3.6) Organization Structure

Organization Structure is an important element to drive community enterprises to follow their vision, mission statement, and objectives that are collectively determined. This also includes operations/projects through communication, manufacturing of products and services, and performance report integrated with each member and department's responsibility. This covers as well the overseeing of operation following the goals and evaluation that reflects strengths or weaknesses. The community enterprises of lablab bean in particular have a general structure of a community enterprise, having a president and a vice president. The structure also contains positions of consultants from either public or private sector, and treasurers and secretaries. The structure also contains a production department, marketing department, and accounting and financial department. The major principle in managing the community enterprises of lablab bean is the collaboration process of the members within the group that leads to mutual learning and development, along with the planning of purchasing and storing ingredients to reduce the risk of uncertainty or weakened economy in Mae Sot district due to Covid-19 pandemic.

3.7) Production Process

3.7.1 Cultivation

Lablab bean grows well in well-irrigated loam soil in foothills areas and on dried land without flood. When they are farmed in an area with dew and a cold climate, they can grow well. They provide a high crop yield in a temperature range of 18 - 30 Celsius and can withstand 3 Celsius cold. They also grow well at 200 - 2,000 meters from sea level. They are generally farmed during July and August. They are generally planted in Tak Province. There are two main ways of lablab bean farming (Puechkaset, 2018, pp.3-4; Department of Intellectual Property, 2019, pp.7-12; Self-Learning Tool Kits, 2020, pp.3-5).

1) Isolated cultivation, by keeping a distance of 12.5 centimeters from each other.

2) Multi cultivation, by planting them together with other plants such as corn.

3.7.2 Harvesting

Lablab bean is usually harvested during December and March. Farmers should wear protective clothing to protect themselves from dust and irritation caused during the harvest. The ideal beans are ones with bloated pods which indicates the fully ripe seeds inside. This is also indicated by a bent stem. Farmers do not usually harvest them during sunny weather due to oil from lablab bean pod may cause a burning sensation when it comes into contact with skin, or cause swelling when it comes into contact with a face. Once harvested, lablab bean will be opened and soaked in clean water for one night. Soaking longer than one night could cause them to emit odor. The seat coat is removed and the seeds will be collected and sent to the manufacturer immediately to avoid

overnight storage. During this step, workers could receive a share of income from opening Lap Lap Beans pod at around 1.50 baht per can. Certain workers are known to be capable of reaching 80 cans per day.

3.7.3 Manufacturing and Processing

Green lablab bean without damage caused by insects are washed and left to dry. They are then fried in coconut oil at medium heat until they become crispy before being taken from the oil and left to cool. They are packed for distribution as a product called

"Lablab Bean". This is one of the methods used for processing lablab bean with local wisdom for turning them into a product aimed toward tourists and consumers who love nuts. This product can be a great gift as well. In the past, dried beans on the stem are roasted and became "Roasted Lablab Bean". This became unpopular at present due to the complicated process and its high price at 1,000 baht per kilogram, whereas fried lablab bean is sold at 800 baht per kilogram.

Lablab Bean production period

Month	Lablab Bean		
	Plant	Growth	Harvest
July, August			
September, October, November			
December, January, February, March			

Source: Analysis by the author (2022)

3.8 Marketing Mixed Analysis; 7Ps

Marketing Mixed Analysis, 7Ps, is a critical tool for entrepreneurs in terms of their capabilities to gain an advantage in a competitive market. The objectives of marketing mixed are to respond to the satisfaction expectation and the demand of the target group. The core elements are price, place, product, and promotion, or 4Ps. Scholars in the field of marketing have developed another 3 critical elements which are people, process, and physical evidence, (Rafiq and Ahmed, 1995, pp. 4-10; Kotler and Keller, 2006, pp.7-15; Mahidol

University, 2022, pp. 1-20).

3.8.1 Product is the first factor an entrepreneur must take into account in order to satisfy or fulfill the demand of customers. The products sold may be tangible or non-tangible. The basic foundations of a product are quality, size, features, design, and packaging. A product contains features that could be sensed through 5 senses which are taste, smell, and hearing, along with features to respond to social needs. Nowadays, marketing personnel has studied the features of the Total Product combined with other satisfactions and



benefits a customer would get from purchasing the product. Therefore, the member of the community enterprise of lablab bean decided to analyze the importance of their product to create their strategy by considering what size, shape, feature, and characteristic a product should have and who they are for.

"Lablab bean products are registered as Thai Geographical Indication, GI, as they are made from a particular high-quality source that is famous for the said products." (Informants 1, 2, 3, 4, and 8).

3.8.2 Price indicates a product's monetary value, a value a customer needs to pay in order to obtain the said product. It also signifies differences and the ability to fulfill the demand of customers which creates the value of the product. This value is provided to customers at a higher value than the cost of making the product, or it could be a value set by business operators aiming for a particular profit or to expand their market share. Factors in pricing come from the customers base and pricing could increase competition as well. What an entrepreneur should keep in mind when setting a price is the price relative to the features or value a product provides, the price relative to the target group or the number of products sold, and that the price can fluctuate based on demand and supply of such products during a certain time.

"Most of our customers are from the public and private sector who want to buy fresh and reputable lablab bean products. Our pricing is calculated with the initial purchase price from farmers and the cost until they are manufactured. The price of A-grade lablab

bean is between 800 to 1,000 baht per kilogram, which is a really good price. (Informants 1, 3, and 6)

3.8.3 Promotion is a marketing communication tool to create motivation, thinking, feeling, need, and satisfaction with a product or service. These elements are used to motivate the target group to want or to remind them, causing a product or service to affect their feeling, belief, or behavior. The form of communication used by the community enterprises of lablab bean is appropriate to their general customers groups.

"Our customers can order via Facebook. Our friends help us sell them. To make it simple, they can order via Line, but that is not much. The actual sales come from word of mouth, regular customers, and our booth in events or annual provincial events organized by the Provincial Industry Office and the Provincial Commerce Office" (Informants 1, 3, 8, and 10)

3.8.4 Place is a structure of channel through which the entrepreneur operates to move their products or services to the market. The activity of distributing products or services includes transportation, cargo, and inventory. Customers make their decisions to purchase the products through the major factors of where the products are sold (Where), the location (Location), the number of products (How many), which category of products are sold to retailers, and how the entrepreneur could control the distribution (How).

"Regular customers who bought from us before, during Covid-19 pandemic, will send Line messages to me. I always send my pro-

ducts to them via Kerry." (Informants 1, 5, and 9)

3.8.5 Process is where an entrepreneur delivers quality to customers punctually and impressively. There are two factors to consider which are the complexity of the process and continuity of the process; convenience, timeliness, and time of receiving the service of a customer, as well as the flexibility to change depending on the situation.

"Our service at the storefront requires a smile, politeness, and quick packaging of lablab bean products. It's the service quality that the store owner really emphasizes." (Informants 1, 5, and 9)

3.8.6 People indicate the quality and human resource development of an entrepreneur. This ranges from the moment of recruitment, training, motivation, and most importantly, creating an impression on customers with employees' skills. Also as important is to continuously develop the capabilities of the personnel in order to become adaptable to situations and gain competitive capability.

"As the president of the group who received the opportunities to several company visits, when returned, I try to pass on that knowledge to other members. (Informants 1, 2, 3, 4, and 5)

3.8.7 Physical Evidence is to create and present physical evidence to the customers by making it attractive. This could be an environment, decoration, and proper department sectioning of an organization, which are what customers could sense at the beginning of their purchase. In other words, the physical evidence is an image to build an understanding

of the concept and importance of a product or service.

"Our unique trait is that, even though our location is not the most ideal by being on the side of one of Mae Sot's main road, customers still make a u-turn to buy our products." (Informants 8, 9, and 10)

3.9 Finance plan is one of the crucial parts of a business plan. An entrepreneur can use this plan to determine the decision of a business regarding its strategy, as well as other factors of operating a business in the future on the foundation of the economy, market growth, and other factors affecting investment. Therefore, the community enterprises of lablab bean must thoroughly understand and have the capability to create a financial plan.

"The community enterprises of lablab bean were affected, especially by the Covid-19 Pandemic from 2019. However, we were able to adapt by reducing our beans stocks and keeping selling our products to prevent months-long storage that could lead to expiration." (Informants 1, 2, 3, 4, and 10)

Discussion

This study emphasized intellectual capital, knowledge management, and the business plan of a local processed food product of lablab bean from Mae Sot, Tak that was made by frying beans called lablab bean products. These products hold Geographical Indication and are harvested ingredients of farmers before being purchased and processed following the value chain. This value chain begins with stocking and production planning that was evolved from local food with lablab bean such



as Yum Tua, Laab Som Kua, Pae Ji Pook that are eaten with Roti or sticky rice; to local wisdom comprises of knowledge and skills from the accumulation of experience in selecting, developing, and transferring to generations in order to elevate the lives of people in the community and prepare the community for the ever-changing situations.

1. The concept of intellectual capital is an important factor to drive forward individuals, groups, organizations, networks, or society. Though intellectual capital is an intangible asset, it can be integrated into planning and actions that could lead to the actual value (Rafiei, Feyzi and Azimi, 2011, pp.497-507). According to the study result, human capital is an important asset of personnel's knowledge which comprises knowledge, skills, experience, attitude, wisdom, and creative idea of the community enterprises of lablab bean that has been accumulated for over 50 years. The time of lablab bean purchase is in December of every year for the benefit of planning and distributing according to the strategy as the first distribution. This increases the price up to 1,000 baht per kilogram. Sufficient stocks allow the community enterprises to produce and sell all year round. This accumulated knowledge also includes the knowledge of manufacturing, which is deep-fried lablab bean that uses scented coconut oil to preserve the quality of the beans and the developed packaging to prevent moisture and original smell and flavor. In terms of structure capital, the study result indicates that the community enterprises of lablab bean have a structure of a small organization that includes a president,

a vice president, a consultant, a treasurer, members, and its network to run the community enterprise and develop itself in a long term. The major point in the development and turning profit of the community enterprises of lablab bean is the government network such as the provincial commerce office that provides marketing support, training, seminar, local product development; and the provincial industry office that promotes local product brand, packaging by the private sector such as Mae Sot Chamber of Commerce, allowing opportunities of sales to Myanmar customers. Additionally, academic support by the Faculty of Engineering, at Naresuan University in inventing ways to reduce cost in the selection of beans and energy reduction during the frying process. In terms of relationship capital, it can be concluded that each community enterprise of lablab bean generally has regular customers who are treated like family members. This led to a good impression and satisfaction which prepared the community enterprises for expansion through the online channel which is the unique characteristic of the community enterprise of lablab bean. This is further strengthened by having new generations of people with technological skills join the group. All in all, this is a matter that the community enterprises of lablab bean are in great need of development. This observation is following the studies of Edvinsson and Sullivan (1996, pp.356-364), Sullivan (2001, pp.30-41), Rafiei, Feyzi and Azimi (2011, pp.497-507), Rungruengwichakul, (2013, pp.79-83), Findikli, Yozgat and Rofcanin (2015, pp.377-387), Phanit (2006, pp.12-15) and (Phanit, 2016, pp.18-23), which analyzed

and synthesized that intellectual capital is the core element of an organization that leads to sustainable long-term growth. An efficient and effective operation will lead to more ideal profit and expansion of the target customers group, as well as high-quality products or services that respond to customers' needs, and creative innovation both internally and externally. Khan (2014, pp.159-176) and Sardo and Serrasqueiro, (2017, pp.771-778) pointed out to intellectual capital, which is a significant resource for organizations' knowledge, experiences, value creation and consider as the vital strategic asset for sustainability in a competitive environment. The organizations characterized with high levels of intellectual capital are likely to outperform the organizations with low overall levels of intellectual capital. Additionally, Hussinki, et al. (2017, pp.904-922) and Molodchik and Jordan (2017, pp.419-436) discussed that higher intellectual capital endowment supports an organization to product novelty.

2. Knowledge management (Nonaka and Takeuchi, 1995, pp.9-25) analyzes the integration of Tacit Knowledge and Explicit Knowledge through 4 critical steps. Continuous development is a cycle of the SECI Model which consists of Socialization, Externalization, Combination, and Internalization. The result of the study revealed that the community enterprises of lablab bean have accumulated their knowledge for over 50 years. This includes purchase planning of beans, selection of beans, beans stocking, beans processing through frying with learning by doing and always keeping trainings that was developed from the original production, packaging that preserve the quality,

marketing that aims toward original customers and new customers with help of online technology to strengthen the collaboration of the networks to elevate the quality of lablab bean products to the food market in Mae Sot and other provinces, in addition, to develop itself to be accepted in the malls and convenience store. This matches with the study of Nonaka and Takeuchi (1995, pp.9-25), Phanit, (2006, pp.30-43), and Esterhuizen, Schutte and Toit (2012, pp.1-10), which concluded that the SEGI Model is when individuals, groups, and organizations understand and apply knowledge management appropriately, it could develop an organization to be efficient in its activities and operations such as the production of goods that respond to consumers' need, marketing campaign with clear target groups, creative capabilities development of personnel, and relationship of quality of an organization to innovation it creates. Furthermore, supporting this concept by Nonaka and Takeuchi (1995, pp.9-25) were that knowledge is created through interactions among individuals with different kinds and contents of knowledge. Knowledge is created through interactions, which make the transfer, conversion, and transformation between explicit and tacit knowledge, blending, together. Reciprocal interaction between explicit and tacit knowledge is the key understanding to the SECI model. Also, many organizations, small, medium, and large sizes, could employ this SECI model for their knowledge creation activities and the model is high impact to do business (Adesina and Ocholla, 2020, pp.1-16).

3. As the business plan of the community enterprises of lablab bean possesses the



products that are a geographical indication of Mae Sot district, Tak province. The beans were farmed in the district itself and other districts nearby and were developed from local food through local wisdom based on cultures, beliefs, and attitudes, and way of life that led to intellectual capital. Intellectual capital comprises knowledge and experience that developed into lablab bean products that are sold locally and through online channels. SWOT analysis of operations and activities of the community enterprises of lablab bean shows its strength in developing itself to be certified by Thai Industrial Standards Institute standard, Food and Drug Administration, Halal Certification, and Good Manufacturing Practice. Its operations were supported by the local network in terms of business operation, marketing, manufacturing, and sales in a form of visioned roadshows. Its growth trend indicates groups and members profit from effective operations that are diverse and create profit for the locals. Its value chain also indicates a connection to local lablab bean farmers, starting from high-quality seeds to effective farming practices following good farming guidelines. Midstream is where the processing which uses knowledge and intellectual capital is located. Downstream is the sales to diverse groups of customers, with a focus on the capability of the people and members of the community enterprises of lablab bean. The community enterprises of lablab bean possess the knowledge of frying high-quality beans. An analysis of 7Ps discovered that the community enterprises can maintain the products' quality and the price at 1,000 baht per kilogram. Its financial status indicates an investment in producing beans that must not be below 55%.

Meanwhile, there are still other expenses with a significant ratio compared to its decreased profit in 2019 and 2021; and increased profit in 2021. This matches with the study of (Burns and Dewhurst (1990, pp.25-32), Sahlman (1997, pp.98-108), The Professional Accountants (2000, pp.65-75), Schwetjé and Vaseghi (2007, pp.23-33), Pavan (2009, pp.70-79), and Suwanachote, (2018, pp.20-25) that concluded that business plan and vision of executives, along with personnel in an organization aim toward its vision, mission statements and goal in a short term, midterm, and long term. In addition, this also includes financial evaluation to plan a strategy for each step of the business through collaboration and performance evaluation according to key points indicators which will lead to higher competitive capabilities. Business plans begin to carry out the operational actions required by the business and identified by the goals and the instruments to be utilized to reach those goals ensures that the risks are mitigated, and the startup strategy determined can be effectively executed (Gonzalez, 2017, pp.119-196).

Conclusion

This study aims to analyze intellectual capital and knowledge management to transform knowledge gained from intellectual capital into a business plan. The finding was that intellectual capital and knowledge management are important tools for a business. They consist of knowledge of individuals or members of the community enterprises of lablab bean in terms of production and marketing, and accumulated experience from experiments, observation, and basic information sys-

tems that create capabilities to grow and make a profit. Business plan is also an important tool to develop capabilities in terms of ingredients selection, production, knowledge of community enterprises management, and marketing. This also includes the clear direction of growth of 3 or 5 years into the future and resources for planning using 7Ps.

Further Research

1. analysis of the factors influencing innovation and sustainable development of the community enterprises of lablab bean.

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Business in Practice

1. knowledge transfer and network development of the community enterprises of lablab bean from two major groups to other minor groups in Mae Sot district.
2. collaboration to the public and private sectors for keeping continuous development.
3. collaboration to youth regarding online and digital operations.



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