

The Development of Community Enterprise of Nakorn Nayok Province Based on the Concept of Creative Economy

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Abstract

This study examines to find ways to develop community enterprises in Nakhon Nayok Province based on the concept of creative economy under the knowledge and understanding of entrepreneurs, problem conditions and potential, including marketing mix factors. The results that the marketing mix of customer experience, the aspect of creating value in the minds of customers, sales channels that can be sold anywhere, and creating followers in the brand Influencing the strategy of creative economy for community enterprise entrepreneurs in Nakhon Nayok Province. For the guidelines of community enterprise development in Nakhon Nayok Province according to the concept of creative economy, it consists of the use of local wisdom in management to respond to opportunities from the increasing consumption of agricultural products and safe food, The integration of entrepreneurs in response to the tourism promotion policy, The use of technology in management to respond to the needs of consumers, and writing an annual action plan on promoting the concept of creative economy that can lead to concrete operations.

Keywords: 1) Community Enterprise 2) Concept of Creative Economy 3) Nakorn Nayok Province

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Introduction

The “Creative Economy” is deemed a combined component of the concept of an economy driven by knowledge, education, creativity, and intellectual property that are connected with the cultural foundation (UNCTAD, 2008, p. 13). It is noted that Thailand has had continuous economic development, with a focus on traditional agriculture as well as increasingly complex industrial development. However, one major problem discovered during such development was the lack of a strong foundation and immunity. As a unique identity is the only thing that will sustain Thailand as a country, Therefore, creativity has become a major factor in national economic development. Thailand's government has attempted to drive the concept of the innovative creativity based on the concept to move production from consumer goods to innovative goods and reliance on the industrial sector to a

more technological and innovative foundation (Sriratana, 2018, pp. 211-212)

The export value of Thailand's creative industry in 2021 showed that The total value of creative industry export was 1.45 trillion baht, and it was estimated that in 2022 the value would grow to 1.51 trillion baht or a 3.57% increase. Currently, Thailand's creative industry comprises 15 fields: 1) Art crafts; 2) Music; 3) Performance art; 4) Visual art; 5) Movies; 6) Audio and video broadcast; 7) Architectural service; 8) Printing; 9) Fashion; 10) Software; 11) Thai food; 12) Traditional Thai medicine; 13) Advertisement; 14) Design and 15) Cultural tourism (Than Settakij Online, 2021) Statistical data in 2018 revealed that the side view had the highest export value at 194 Billion baht, followed by We show art at 35.52 billion baht, and Art crafts At 30.83 billion baht respectively (Creative Economy Agency, n.d.)

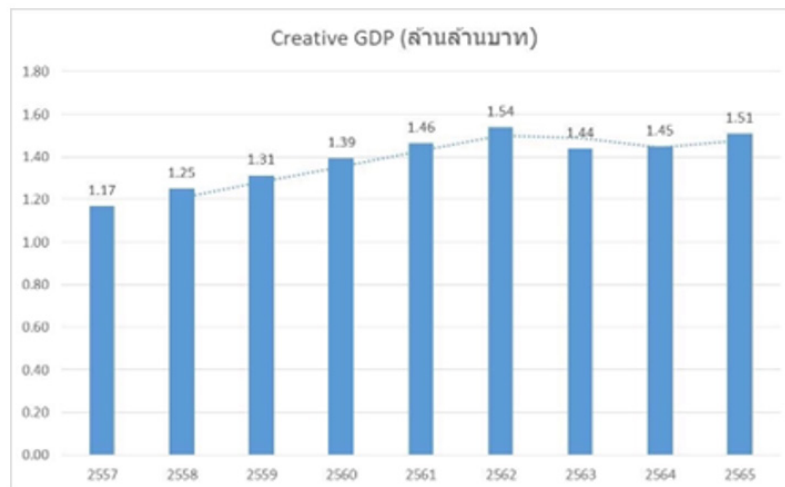


Figure 1 Export value of the creative industry

Source: Than Settakij Online. (2021). CEA Joins Up with 8 Organizations to Elevate Thai Creativity to International Market Competition. Retrieved March 12, 2023, from <https://www.thansettakij.com/business/499636>.

Regarding the creative industry compared to the GDP(%) as calculated from the industrial value information, followed by the four-digit TSIC code (Excluding the duplicates) that were related to the 15 creative industry groups, the creative industry constituted 8.93% of the GDP. The top-five industrial groups in terms of economic value were cultural tourism (409 Billion baht - 28.04%), Thai food industry (267 Billion baht - 18.29%), Advertisement

industry (189 Billion baht - 12.99%), and design industry (125 Billion baht - 8.6%) respectively. It was also found that almost all the creative Industries were slowly grinding due to digitalization, which resulted in all Industries being forced to adapt to maintain or improve the economic growth rate, Especially the art craft and Thai food groups (Economic Research and Training Center, Faculty of Economics, Thammasat University, 2019)

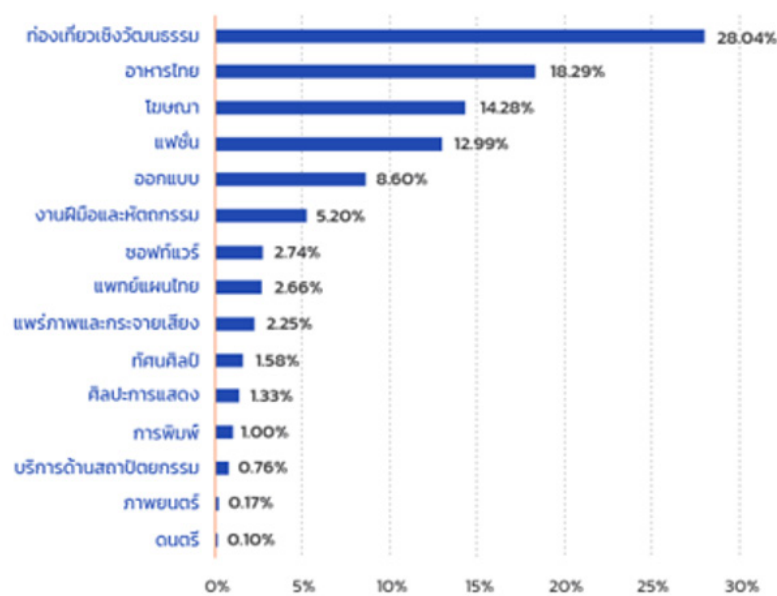


Figure 2 Proportion of the 15 creative industry groups compared with the total creative industry value at the annual price of 2018

Source: Economic Research and Training Center, Faculty of Economics, Thammasat University (2019).

Report on Economic Value of Creative Industries Based on Productivity and Labor under the Economic Value and Labor Analysis Project, and Design and Selection of Data for Measurement based on Creative Output.

Retrieved March 11, 2023, from [http://resource.tcdc.or.th/ebook/Creative.Industries.CEA.Report.\(2020.06.25\).pdf](http://resource.tcdc.or.th/ebook/Creative.Industries.CEA.Report.(2020.06.25).pdf).

In addition to digitalization, consumer behavior also changed. It could be seen that the preference for mass products was dwindling, as consumers developed a taste for unique products. Such a phenomenon affected the business competition that only grew increasingly fierce from the local level to the national and international levels. Thus, every business organization had to develop more

diverse products and services that could meet certain consumer needs. The world economic condition compelled Thailand to seek new choices by using the concept of the creative economy as a guideline for National development. Nevertheless, the development of the creative economy could not be concentrated in the urban area but attention must also be paid to the development of the creative economy



in rural areas, as the rural people were a major driving force that could strengthen Thailand's economic Foundation (Phuangprayong and Noonin, 2018, pp. 36-37).

It could be seen that community enterprises were micro-level manufacturers born out of the community funds that have sustained the community economy in the era of globalization as it had in the past. Operations of community enterprises reflected problems faced by the local entrepreneurs such as the shortage of raw materials, lack of sales channels, lack of capital, lack of skills, and access to consumers, and other myriads of problems That resulted in the failure of many Community Enterprises, and lack of income for the local people, as well as debt and worsening life quality if the failed community enterprise was formed with loans (Phuangprayong and Noonin, 2018, pp. 50-51).

Nakhon Nayok Province has a high potential in terms of agriculture, diverse Community products, the abundance of ecological tourist attractions and agricultural culture, as well as adventure activities that could attract a large number of tourists. Being a major tourist attraction with a large number of visitors, especially on holidays, was highly beneficial to the direct market system as single entrepreneurs and groups of entrepreneurs formed over ten community enterprises engaging in products, and health/tourism services. Nevertheless, most Community Enterprises in Nakhon Nayok Province remained in the traditional form like having establishments that wait for customers or setting up booths in expos. In reality, modern marketing strategies could be used, for example, the use of online information tech-

nology to drive their business, or online shops to attract more customers and sell products to customers that are not able to visit the shops (Nakhon Nayok Provincial Office, City Hall of Nakhon Nayok, n.d.).

Due to the aforementioned reasons, the researcher decided to study the development of community enterprise in Nakhon Nayok Province based on the concept of creative economy, as community enterprises in Nakhon Nayok Province were in dire need to adapt and elevate to sustainability, and a basis for elevation of the national economy development. The results of the study will be useful for inspiration of the concept and role of creative community enterprise elevation for relevant sectors and communities to apply in order to benefit the locals, the communities, and the macroeconomy.

Literature review

Creative economy as a concept

A creative economy means increasing the value of products and services, knowledge, education and technology/innovation-based creation, and intellectual property, as well as the strength in abundant natural resources, culture, and Thai lifestyle. This led to the formation of a unique product and service and subsequent national economic development. For Thailand to set the creative economy as a new driving force, factors such as the status potential and external factors have to be taken into consideration (Phornpipat, 2010, p. 8).

Developed countries have already enjoyed some benefits from the development of a creative economy, which makes it difficult for Thailand to compete for market share. Never-

theless, Thailand's advantages lie in its unique cultural and wisdom resources, which were a major stepping stone for expansion and commercial value creation. All relevant sectors, especially the government that has the main role as a policy maker have to understand the value chain of the production and sales as well as the connection between various production networks to make appropriate supportive or interfering policies (Mitchob, 2010, p. 98).

The concept of creative community enterprise

The concept of creative community enterprise was an enterprise that creatively manage the community's capital for self-reliance. The community's capital was not limited to money but also resources, products, knowledge, wisdom, cultural capital, and social capital that bonded the people into a common lifestyle and living together as a community. Thailand has many community enterprises under many names such as housewives' groups, farmers' groups, or cooperatives. Nevertheless, successful community enterprise requires systematic Knowledge Management and transfer as well as smart logo resource management sustainable development trend and viability as a model for other community enterprises to exchange and learn to stimulate and improve community enterprise performance with sustainability and self-reliance in terms of income (Prasert, 2021).

As capitalism increased economic disparity, innovation, and social entrepreneurs became important cogs that could solve problems and drive changes in the community. Nevertheless, such an undertaking would not be successful without strong cooperation

among the community members to create local products and services with their own resources, strength, and identity as main ingredients for community enterprises, As well as the application of the knowledge they have learned to build their community to sustainability. Despite the small size of a community within the whole social system, it was nevertheless important to national economic development. If the community was able to sustain itself with local wisdom and innovation, it would lead to cooperation in the form of community enterprise for business or production of products and services together with capital management operational planning knowledge transfer member training job creation Revenue creation, and Community Development (Prasert, 2021)

The concept of a new-era marketing mix

Marketing Oops (2019) Mentioned a new era marketing mix as once digitization transformed the world, the customer journey that was once "straight" from the traditional media such as television, radio, or printed media led to awareness and attention, and eventually the decision to buy a product. But nowadays the media landscape and customer journey become more complicated. Some customers might learn of the brand from the internet or television, and then they would find more information from the internet, friends, influencer review, or past users. After that, they would go and check the real product at the shop and then decide to buy or return home and buy the product online. Just like a new marketing strategy that consisted of 1) experience, replacing the product aspect of the 4P, as product recommendation turned



into recommendation of user experience, 2) Everyplace, as the user is able to reach out to the service provider or seller at any time, replacing the 4P's Place, as the consumer seeks to find their own solutions, 3) Exchange, which replaces Price, as money is turned into product with something different and certain values that come with the product and 4) Evangelism That forecast is on creating regular customers of followers in place of Promotion. This is the fascination with the brand, becoming the brand follower, and persuading others to become brand followers also. In this case, the brand fosters brand loyalty.

Methods

This study used a mixed approach, consisting of qualitative and quantitative parts in order to compare the results within the same issue or with other issues. In such a case the qualitative finding may allow the researcher to understand more in-depth information than the quantitative finding because in the qualitative approach, the researcher used in-depth interviews of key informants while the quantitative part is data collection from surveys, in which the respondents base their comments on the question. Nevertheless, the survey questions for the quantitative part were improved based on the result of the in-depth interview, which may allow the sample group in the subway part to confirm or what is the opinion undertakings of that question. The population used in this study consists of community enterprise entrepreneurs and staff, such as the chairman, committee members, and members of the community enterprises. The research methodology is explained as

follows.

Qualitative research

The sample group for the qualitative research consists of 10 community enterprise entrepreneurs and staff, such as the chairman, committee members, and members of the community enterprises that participated in the knowledge-based OTOP product and packaging development project in Nakhon Nayok Province, and another 10 community enterprise entrepreneurs and staff, such as the chairman, committee members and members of the fruit processing community enterprise group in Tha Sai Subdistrict, Mueang District, Nakhon Nayok Province that were successful in growing and processing madans with monthly revenue of over 100,000 baht through the Herbs Starter project. The sample group members were selected by purposive sampling.

The tools used in qualitative research were an interview guideline with five parts: the first asking for general information about the interviewee such as name, surname, age, education, profession/position, and income; the second asking for an understanding of the creative economy concept; the third part asking about problems and potential of community enterprises in Nakhon Nayok Province based on the concept of creative economy; the fourth part asking for opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the marketing mix in product and service quality development; and the final part asking for opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the creative economy strategy for them.

The researcher proposed the interview guideline to five experts and specialists to confirm the content validity in accordance with the research purposes. Regarding data collection, the researcher personally interviewed the sample group and recorded information during the interview in writing, in addition to voice recording throughout the interview, to ensure no errors and complete information. The researcher then transcribed the tape and selected the relevant issues that could be answers to the research questions.

Regarding data analysis the researcher would conclude issues related to understanding of creative economy among the community enterprise entrepreneurs in Nakhon Nayok Province, problems and potential of community enterprises in Nakhon Nayok Province based on the concept of creative economy; opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the marketing mix in product and service quality development; and opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the creative economy strategy for them. Content analysis, which was a comparative analysis, was done by transcribing the audio tape and then organizing the data in groups based on the variables listed in the literature review. After that, the researcher summarized and interpreted the interview information for content examination and consistency check before presenting descriptively.

Quantitative research

The sample group for the quantitative research consisted of 400 chairmen, committee members, and members of community

enterprises engaging in products and services. The sample group was selected by convenient sampling. The research tool was a questionnaire with five parts: the first asked for the general information of the interviewee such as name, surname, age, education, profession/position, and income; the second part asked for an assessment of community enterprise in Nakhon Nayok Province; the third part asking for opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the marketing mix in product and service quality development (4Es); the fourth part asking for opinion of the community enterprise entrepreneurs in Nakhon Nayok Province towards the creative economy strategy for them and the final part asking for suggestions.

The researcher proposed the interview guideline to five experts and specialists to confirm the content validity, and consistency (the index of consistency (IOC) was found to be 0.79), as well as the reliability of the questionnaire. The revised questionnaire was tried on a test group of 30 people that had similar characteristics to the actual sample group in order to calculate Cronbach's Alpha Coefficient (Cronbach, 1970, p. 161). The 30 test questionnaires had a Cronbach's Alpha Coefficient between 0.83 - 0.87 or very reliable and very high applicability. Regarding content analysis, the researcher used a statistical computer program for statistical value calculation, with frequency, percentage, mean, standard deviation, component analysis, and multiple regression being used.

The result of data analysis from both the qualitative and quantitative parts were then



used by the researcher for SWOT analysis to formulate a creative economy strategy for the community enterprise entrepreneurs in Nakhon Nayok Province, and group the issues for the formulation of such creative economy strategy for the community enterprise entrepreneurs in Nakhon Nayok Province, using the TOWS matrix.

Results

Qualitative data analysis result

Analysis of understanding of the creative economy concept among entrepreneurs in Nakhon Nayok Province, through interviewing the key informants, revealed that community enterprise entrepreneurs I just do that the concept of the creative economy could improve the community economy through creative and innovative development of new products and services that also used socio-cultural basis to create work. Currently, community enterprise entrepreneurs had a moderate understanding of the concept of the creative economy but were unable to fully apply the concept due to a sizable budget requirement, so they did not prioritize the serious application.

Analysis of the current problems and potential of community enterprises in Nakhon Nayok Province as relevant to the creative economy concept, through interviewing the key informants, revealed that community enterprises in Nakhon Nayok Province lacked serious and continuous management, as well as budget support. Agencies responsible for community economic development, as well as other government agencies, did not cooperate or combine their effort. Encouragement

for good planning in terms of finance, raw material, labor, premise, time, and technology to meet the market demand also was lacking, as the policy of Nakhon Nayok Province did not sufficiently encourage diversity in creative product manufacturing, utilization of local resources, or manufacturing of unique products based on the local wisdom. Relevant agencies only were able to transfer knowledge to some groups due to a lack of staff, knowledge, skills, and experience pertaining to creativity and innovation. Communication infrastructure was also insufficient, thus knowledge and creativity could not be sufficiently passed to entrepreneurs, and had to be limited to the survival of the community members, and only then development could be made.

Analysis of comments of the community enterprise entrepreneurs in Nakhon Nayok Province about the marketing mix for product and service quality development, through interviewing the key informants about 4E marketing-based product and service quality development, revealed that:

- Regarding the experience, it was found that the heart of the community enterprise's success was a good experience for the visitors or shoppers in Nakhon Nayok Province. Therefore, community enterprise entrepreneurs must prioritize creating a good experience pertaining to the shops and services. In addition to good products and services. Objectives should include delivering beyond-expectation consumer impressions of the product and service. Furthermore, community enterprise entrepreneurs should keep striving to improve the product and services to keep them fresh,

while maintaining originality in order to attract both old and prospective customers, as well as increase the market value of their products and services.

- Regarding the exchange, it was found that in order to create a good consumer impression towards the products and service, community enterprise entrepreneurs should be knowledgeable of their own target group, along with their needs. After that, the entrepreneurs had to seek the means to impress the target group, possibly by distinguishing their own brand, making products or services that meet the customers' affordability, or avoiding the price competition altogether and instead adding specialty to their products, which could impress the customers in Nakhon Nayok Province.

- Regarding everyplace, it was found that the shopping scene had drastically changed, as the customers were able to purchase products anytime and anywhere. community enterprise entrepreneurs should combine offline and online channels to expose the customers to their products or facilitate the purchase of their products and services. QR codes could be used to enable customers to search data or pay for products and services. partnerships with platforms could also be sought to facilitate payment, for example, Samsung Pay, Line Pay, or other apps.

- Regarding evangelism, it was found that community enterprise entrepreneurs could build a follower base for their brands through various strategies that impress the customers and win their loyalty, Examples of such strategies were distinguishing their pro-

ducts and services, turning the customers into promoters through word-of-mouth marketing (whether in person or on social network), or drawing the target group to experience the brand and impress them enough that they tell other customers.

“About creating the consumer experience, community enterprise entrepreneurs had to prioritize creating a good experience pertaining to the shops and services. In addition to good products and services. Objectives should include delivering beyond-expectation consumer impressions of the product and service. The entrepreneurs impress the consumers of the products and services, maybe distinguish their own brands. About the sales channels, they should focus more on online sales, and make word-of-mouth marketing to build a follower group.”

“Entrepreneurs should forecast on adding specialty to their own products and services that will impress the consumers. These will build brand equity for the target consumers that come to Nakhon Nayok Province for travel or shopping. QR codes should be used to facilitate information searching or product/service payment. Community enterprise entrepreneurs can build a follower base for their own brand through various strategies that impress the customers and build brand loyalty, such as distinguishing their own products and services.”

Analysis of the opinion of community enterprise entrepreneurs in Nakhon Nayok Province pertaining to creative economy strategy for them, through interviewing key informants about the use of creative economy



strategy for community enterprise entrepreneurs in Nakhon Nayok Province, could be summarized through content analysis as:

- Regarding distinguishing strategies, they were found to be appropriate for the presentation of products and services, for example, to sell the higher product value, that will keep the customers loyal to the brand despite the higher price. The difference lies in innovations of the product and service, as the community enterprise entrepreneur might distinguish their products and services from peers, or keep the design fresh.

- Partnership strategy. Community enterprise entrepreneurs in Nakhon Nayok Province should encourage honesty and integrity among the members, including respect for intellectual property and creativity based on their local wisdom and culture, and sustainable marketing. The entrepreneurs must cooperatively provide strategic resources such as management skills, Intellectual property investment capital, and human resources for Cooperative work as well as cooperation in production, operation, research and development, marketing, and raw material procurement.

- Eco-friendly production. Nakhon Nayok Province should encourage creative product manufacturing using abundant local resources in order to reduce production costs and prevent raw material shortages. Such products should be an extension of the local wisdom and all local culture, which makes innovation and identity creation easier. Community enterprise entrepreneurs must develop high-performance, biodegradable, and

recyclable, with a focus on one-time use, and the concepts of recycling, reusing, and upcycling. There must be eco-friendly services and activity support for creating an environmental understanding among the staff and customers.

- Innovation strategy. It was found that innovation leads to a competitive edge, still, too much innovation might alienate customers and instead endanger or impede the success of a new product. Therefore, innovative products should be based on the familiarity of the customers. The technique and distribution should be the same but with improvement and expansion. Currently, to sustainably and continuously generate profit, new things have to be introduced to the market. First-time introduction to the market with new products or services with new looks, and new production processes or even new work processes such as new sales channels, new services, or new payment systems. This might be a good opportunity for community enterprises as the entrepreneurs could present technologically improved products in the original market, for example, present new flavors for the same products or changing technology or introduce new technology to present their products to the new market or customers, such as opening coffee shops in accommodations or developing specific products for special needs such as community products as souvenirs in national and international conferences.

- Staff strategy. It was found that community enterprise entrepreneurs should provide a sufficient number of IT and communication-related knowledgeable and capable staff, along with communication infrastructure

or the internet connection in order to communicate knowledge and creative ideas to various groups with sufficient coverage and efficiency. Furthermore, the staff has to be attentive and careful with the customers and have unique characteristics and mannerisms in their service. Naturally, the number of staffs has to be sufficient during certain service periods

- Marketing strategy. It was found that the exchange of data marketing data support and customer database support was part of market cooperation. Generally, cooperation might start from the seller-buyer or seller-distributor/supplier relationship. If the business has a strategic partnership with the supplier, marketing cooperation will allow cheaper raw materials and product procurement costs. Thus, strategy marketing partnership was a tool for success. Furthermore, regarding marketing efforts, community enterprise entrepreneurs should participate in exhibitions within their own provinces and in other provinces to expose their own products to the audience, or distribute products as a middleman, and encourage sales of local, unique products on online channels such as TikTok, Facebook, and Instagram.

Result of quantitative data analysis

The first part was about the general characteristics of the respondents, which revealed that most of the respondents were female, aged between 36 and 50 years old, married, having a bachelor's degree, earning between 30,001 - 50,000 baht, and working in community enterprises based on service activities.

The second part was about the potential assessment of community enterprise in Na-

khon Nayok Province and revealed that most respondents gave the highest rating to the threat aspect and a high rating for the strength aspect. while weakness and opportunity were given moderate ratings.

The third part was about the opinion of community enterprise entrepreneurs in Nakhon Nayok Province about the marketing mix for product and service improvement or 4Es, which revealed that most respondents gave the highest rating to the experience, exchange, everywhere, and evangelism aspects.

The fourth part was about the opinion of community enterprise entrepreneurs in Nakhon Nayok Province about the creative economy strategy, which revealed that most respondents gave the highest rating to eco-friendly production strategy, innovative strategy, staff strategy, and marketing strategy. It also reviewed that most respondents gave a high overall rating for product distinguishing strategy and partnership strategy.

Factor Analysis Bartlett's Test of Sphericity for the 4Es

Bartlett's Test of Sphericity for the 4Es revealed that the independent variables should be reorganized into only four groups with variables as follows:

The first group was a novelty for impression and satisfaction, consisting of six variables: Creating a satisfactory experience about a shop and service, Delivery of beyond-expectation product and service, utilization of online and offline channels, utilization of QR code, and cooperation with business allies.

The second group was specialty creation for word-of-mouth marketing, consisting of two variables: distinguishing the products



and services to impress the customers and turning the customers into promoters.

The third group was brand equity creation, consisting of three variables: brand distinction, appropriate production and service pricing, and the use of strategies that impress

the customers and generate brand loyalty.

The fourth group was the creation of a mutual experience consisting of one variable: exposure to the brand and attracting more customers to word-of-mouth marketing.

Hypothesis test

Table 1 Multiple regression analysis of creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province.

Coefficients^a

Variables	b	Std. Error	Beta (β)	t	Significance (p)
Constant	1.70	0.10		16.81	0.00*
Variable 1	0.14	0.02	0.36	7.43	0.00*
Variable 2	0.15	0.02	0.17	6.63	0.00*
Variable 3	0.18	0.02	0.43	8.86	0.00*
Variable 4	0.08	0.02	0.07	2.97	0.00*

a: Dependent Variables: creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province

* Statistical significance of 0.05

Bartlett's Test of Sphericity for the 4Es accepted the sub-hypotheses 1 to 4, or the marketing mix factors such as the experience, exchange, everyplace, and evangelism could explain the effect on creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province. The researcher used a multiple regression analysis to examine how the four factors affect the creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province and found that all the factors could explain 84% of the variation of creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province, while the remaining 16% came from other factors. At least one factor affected the creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province. The multiple regression analysis revealed that the first through fourth

factors affected the creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province with a statistical significance of 0.05.

TOWS Matrix analysis result

TOWS Matrix analysis was an analysis of the potential of the community enterprise entrepreneurs regarding the strength, weaknesses, opportunities, and threats to develop a guideline for the creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province. In this study, the researcher was able to analyze the factors as follows:

1. The SO part was the use of local wisdom in response to the increasing consumption of safe agricultural products and food, by using the use of local wisdom by community enterprise entrepreneurs in Nakhon Nayok Province as strength for production and sales

of high-value agricultural products, and GI products, which benefit from local wisdom, as well as location and diversity of local Nakhon Nayok products.

2. The WO part was aggregation of entrepreneurs in response to tourism promotion policy, by expanding marketing channels for community enterprises to minimize the weakness and maximize the strength of the entrepreneurs. Aggregation of the community members would lead to the formation of community tourist attractions and products with their own GI names, such as the City of madans, or the City of Fish.

3. The ST part was the use of technology in response to consumer needs, by instructing the IT-literate staff to use technology to meet diverse customer needs through online and offline channels to maximize exposure and convenience.

4. The WT part was drawing an annual plan for a creative economy promotion that could lead to concrete action. weaknesses relating to the lack of a concrete development plan were remedied, and new technologies were used to facilitate work. Then, a proposal was made to relevant agencies to ask for their financial support.

Conclusion and discussion

Result of the qualitative and qualitative research, which led to potential and SWOT analysis of community enterprises in Nakhon Nayok Province, led to common characteristics such as novelty generation using local wisdom of community enterprise entrepreneurs in Nakhon Nayok Province to improve agricultural

product value, taking benefits from tourism promotion to expand marketing channels, encouragement of technology utilization by the capable staff to meet diverse consumer needs on online and offline channels to maximize visibility and convenience, lack of concrete development plan, up-to-date operational pattern, and utilization of technology for financial aid proposal to relevant agencies.

Bartlett's Test of Sphericity for the 4Es revealed that factors such as impression and satisfaction, consisting of creating a satisfactory experience about the shop and service, delivery of beyond-expectation product and service, utilization of online and offline channels, distinguishing the products and services to impress the customers, and turning the customers into promoters, brand distinction, appropriate production and service pricing, and the use of strategies that impress the customers and generate brand loyalty, and creating mutual experience through exposure to the brand and attracting more customers to word-of-mouth marketing, could be used to explain the effect on the creative economy strategy for community enterprise entrepreneurs in Nakhon Nayok Province. Such factors were important for satisfying and creating a good experience for the customers as they bought products and services. Boonchuwit (2018, p.45) stated that the new marketing principle focuses on building relationships with the customer and meeting customers' emotional needs and satisfaction, as well as the creation of a mutual experience between the customer and brand, rather than just selling products. Sathapattanakul (2018, p. 17) stated that the new mar-



keting mix was more than simply understanding the customer's needs or desires but also experience and the mix must be able to build relationships and allow customer participation to win over the customer. This statement concurred with Titus (2007, p.265) about marketing management that connected creativity and imagination, which found that successful marketing started from creativity as the expansion of the traditional marketing efforts, and more attention to the current trader by applying creativity and imagination to improve the role of the market, not pressuring the market like the usual practice. Professional marketing should bring in new Innovations to improve products/ services and drive the market. Thus, creative marketing will elevate the significance of the entrepreneur in the business and community sectors.

In this study, the researcher discovered a guideline for the improvement of community enterprises in Nakhon Nayok Province based on a creative economy, consisting of the use of local wisdom in management in response to the increasing consumption of their food and agricultural products, aggregation of entrepreneurs in response to tourism promotion policies, Utilization of technology in management in response to customers' needs, and writing annual operational plans for the promotion of creative economy that can be completely applied. These processes were important for the community enterprise entrepreneurs to improve and develop their own process, in order to refresh their brand and Create an opportunity to expand the market and meet the needs of the target group, as well as respond

to the national policy about national economic development. Prasert (2021) stated that as capitalism increased economic disparity, innovation, and social entrepreneurs became important cogs that could solve problems and drive changes in the community. Nevertheless, such an undertaking would not be successful without strong cooperation among the community members to create local products and services with their own resources, strength, and identity as main ingredients for community enterprises, As well as the application of the knowledge they have learned to build their community to sustainability. Despite the small size of a community within the whole social system, it was nevertheless important to national economic development. If the community was able to sustain itself with local wisdom and innovation, it would lead to co-operation in the form of community enterprise for business or production of products and services together with Capital Management operational planning knowledge transfer member training job creation Revenue creation, and Community Development.

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