



The Management of Value Chain for Production and Capability Development of Muslim Clothing Product Groups Based on Intellectual and Cultural Heritage in Pattani Province

Hannan Kalong^{1*}, Nusana Pakeeya² and Nuruema Sama³

^{1*,2,3}Fatoni University, Pattani, Thailand

(Received: January 9, 2024; Revised: February 27, 2025; Accepted: April 9, 2025)

Abstract

The management of value chain for production and capacity development of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani province. The objective was to analyze the supply chain and to develop the capability of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani Province. By analyzing supply chain data, basic information, strengths and weaknesses; assessing the potential of the upstream group for group development, and generating a new value chain; and analyzing strategies for group potential development and ways to foster collaboration among groups. The research found that the target groups of all 10 community enterprise groups were grouped into 3 groups: (1) The tailor-designed products group, (2) The traditional hats group, and (3) The fabric products group. The supply chain had been developed by appraisal of professional fee, development of fabric patterns and extraction of natural color. After developing the supply chain, it caused the proportion of income of all 10 groups to change and had been increased by 13.15%. For some groups, the proportion of income was still the same because it had not been developed its value chain, but they had been extracted potential to develop the ability of the group in terms of developing skills on online sales. And organizing activities to meet together 10 enterprise groups to discuss and exchange products, Enterprise Groups had been matched that made it possible to work together to develop products. There obtained 3 products, namely: Traditional hats with Batik cloth from Barahom, Dresses with Batik cloth made by Langa women's group and bags made from Juan fabric of Ban Trang.

Keywords: 1) Value Chain 2) Supply Chain 3) Capability 4) Muslim Clothing Product Groups 5) Pattani

^{1*} Lecturer, Department of Financial and Banking Program; E-mail: Hkalong909@gmail.com (Corresponding Author)

² Lecturer, Department of Research and Development of Halal Product; E-mail p.nusana@gmail.com

³ Lecture, Department of Law; E-mail: ma-alfa55@hotmail.com

Supported by Thailand Science Research and Innovation, Program Management Unit on Aria based on Development (PMU A)

Introduction

The management of value chain for production and capacity development of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani province is sub-research project under the research project of capacity development of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani province. The aforementioned sub-research project aims to elevate and enhance the capabilities of entrepreneurs for 10 Local Enterprise groups, categorized into 3 types: (1) Community enterprises producing tailor-designed products, (2) Community enterprises producing hats, and (3) Community enterprises producing fabric products. The objective is to manage the value chain of production and develop the capabilities of the Muslim clothing product groups based on cultural intellectual heritage, with a focus on human development as the primary factor for group advancement.

The aim is to enrich the knowledge of the group to ensure efficient management, create a robust value chain, foster inter-group collaboration through the linkage of value chains, generate income for the community, and strengthen the community, promoting peace and prosperity in the area.

Before the fourth wave of the COVID crisis, the research team conducted preliminary fieldwork and data collection to prepare for the research project. They selected 10 groups of Muslim clothing producers in the Pattani province. The research team categorized them into three major groups as fol-

lows: (1) Community enterprises focusing on tailor-made designs, which include: Dong Ton Yee community enterprise group specialized in sewing Muslim clothing & apparel, Community enterprise group for prayer cloth (2) Community enterprises producing hats, comprising: Traditional hats and apparel group from Moo5, Youth group sewing traditional hats from Ban Kamiyo, Moo2 (3) Community enterprises focused on fabric production, which include: Juan Tani Kok Poh fabric group, Barahom Plaza fabric group, Women's weaving group from Ban Trang, Rayabatik group, Women's group from Ban Langa. During the fourth wave of the COVID situation, the research team updated information on enterprise groups to monitor their current status. From the tracking, it was found that all 10 groups were facing challenges with their sales as they couldn't participate in markets or events. As a result, a significant amount of stock remained unsold, affecting the financial liquidity of many of these groups. Some groups basically had foreign customers. For example, the community enterprise of traditional cloth of Krawa Subdistrict mainly generated sales from exports to Malaysia. The Community enterprises of producing hats and clothing, M.5 which specializes in hats and clothing, primarily earned revenue from exports to Indonesia. Importantly, these groups emphasize selling products directly, eliminating middlemen in the distribution chain. With the COVID-19 crisis, consequently, this has significantly impacted their operations.

Nevertheless, the products of the enterprise groups have unique and beautiful characteristics that can be a selling point for



further group development. For instance, the Dong Yee group is in an area filled with Yee trees. The Juan Tanee Kok Poh group is identified by Tanee style of official residents. The Barahom Plaza group features with Chinese bowl patterns, while the Barahom Batik group is boastful with Chaba flower designs, wax-line techniques, and the Pattani sweet salt sprinkle technique. Each product stands out and the products from each group are well-known and popular in a broad market. The assessment of the group's potential reveals that it is at a very good level. However, the group still lacks of knowledge in areas such as management, marketing, and financial management. The opportunities to further develop the products have not been fully utilized, which in turn affects the group's expansion potential, even though there's an opportunity for growth.

The researcher thus recognizes the importance of enhancing knowledge in the mentioned areas. The starting point will be analyzing the value chain of each group to design a new value chain and increase the revenue for community enterprise groups. Additionally, analyzing the group's potential will help the group recognize its strengths and weaknesses, adjust the group's perspective to foster unified feeling, and develop other related skills to improve the group's competence beyond its current level. Through the analysis, it leads to the development of the group, fostering stronger collaboration among members. It promotes the sharing of information and news and provides insights into essential needs, facilitating the transfer of raw materials, products, or services. This results in mutual benefits

for all parties, turning the group into a resilient community that aligns with the group's objectives. In the end, this will serve as a driving mechanism for the country's future economic progress.

Literature Review

(1) Basic theory about the supply chain:

The Supply Chain refers to a system network of production or service that comprises of manufacturers, production factors, production hubs, warehouses, distribution centers, shipment centers, and retail units. "Supply Chain Management refers to the design, planning, and control of activities within the supply chain, aiming to create value. Its objective is to adjust the supply to align with demand, enhance an organization's competitive capability, and meet customer needs" (Sophaeng, 2010, pp. 131-150). The meaning of Supply Chain can be summarized as follows: 'Supply Chain Management' refers to the administration and management of activities and relationships between organizations involved from the upstream (raw materials) to the downstream (finished goods or services). It has a continuous nature, resembling a chain, aiming to ensure efficiency throughout the production process up to the consumer's hands. The Emphasis of Supply Chain Management is placed on communication, data analysis, and collaborative use. This creates value added in operations and establishes a sustainable competitive advantage."

(2) Theory of the Value Chain

The Value Chain is a concept that assists in understanding the role of each oper-

ational unit and how it contributes to creating value for customers within a business organization. The value that a company creates can be measured by considering the amount consumers are willing to pay for its products or services. This concept divides activities within an organization into two types: Primary Activities and Support Activities. Both kinds of activities are played a role in enhancing the value of a company's products or services by five Primary Activities that pertain to production or the creation of goods or services, marketing, and the distribution of goods or services to consumers.

(3) Value Creation

Value Creation is the pathway to genuinely building an organization's worth. This involves enhancing the organization's unique capabilities, strengthening its existing attributes, and incorporating new relevant knowledge and skills to address business needs and market suitability. Value Creation places a strong emphasis on sustainable development rather than fleeting results. Hence, the outcomes of this process aren't merely based on financial metrics, as such indicators might not truly reflect the long-term sustainability of an organization. Investments fostering sustainability focus on cultivating skills, knowledge, and work capabilities. This also encompasses research and development (R&D) and various knowledge-based innovations. The majority of these are intangible assets, yet they have the potential to drive market strategies, especially in an era marked by intense competition and high investment risks. Managing the knowledge and capabilities of an organization is crucial for

mitigating risks and preparing for the business's adaptability and potential changes in the future suggests that the value of investing in an organization's intangible assets can drive positive outcomes in marketing and finance, maintaining the business's competitive edge in the long run. Value Creation involves leveraging innovative thinking, foundational knowledge, skills, and resources to apply innovative concepts, leading to a pronounced competitive advantage while minimizing risks.

(4) Value Added

Value-added activities, or "Value Added (VA)" refer to operations that possess intrinsic worth in the process of transforming a production procedure. This transformation begins from the raw material or component stage used in production, deciding whether to utilize labor or machinery for manufacturing. This information is pivotal in making decisions related to the production processes of activities or business entities. Cost is often considered the most crucial factor in determining whether a business will survive, especially in a market saturated with competition. This is particularly true when faced with fluctuating prices of energy sources or raw materials that consistently rise over time, which invariably impacts nearly all aspects of operations. Manufacturers or organizations need to enhance their operational efficiency by adding value to their products or services. This ensures that they deliver quality work, which is competitive. Even though they might face intense competition in the current market, utilizing or advancing technology plays a significant role in every aspect of the business. Profits that might have once been



substantial may now be diminishing. While business owners or organizations can set product prices or establish market mechanisms as they see fit, they still have to confront various challenges. These challenges can range from product quality, market demand, to the capabilities of competitors.

Related Research

Maneerattanarungrot and Donkwa (2018, pp. 85-107) conducted a study on the management of the silk supply chain in Nakhon Ratchasima province. They stated that "the objective was to examine the operational processes and provide recommendations to enhance the efficiency of operations for the handwoven silk industry in Nakhon Ratchasima province. The research findings revealed that labor is the primary resource in the production process, with tasks divided according to skills and experience. Additionally, networking with silk weavers should be established to increase bargaining power with suppliers, production factors, and customers." In the public sector, efforts should be made to promote silk weaving vocational training among youth to address labor shortages and foster the creation of networks within the handwoven silk industry"

Chaetnalao and Maneesri (2020, pp. 133-145) stated, "The objective was to study the causal relationship model of operational outcomes and the pattern of supply chain management of the community enterprise groups for sustainable agricultural products. The research findings revealed that for community agricultural enterprises to succeed and be sustainable, they must have effective management from the beginning." This includes

cooperation among leaders and members in mobilizing cultural and local resources to add value to the group's production. Additionally, they need assistance from regulatory agencies, private sectors, and systematic management from the outset"

Akkho, et al., (2017, pp. 56-76) stated, "The potential of agricultural groups can be enhanced through active participation and regular meetings among group members, fostering cooperation and collaboration within the group."

Onsamlee (2021, pp. 195-205) stated, "Community enterprises that reduced unnecessary expenses, converted unused assets into income, adjusted their marketing strategies, shifted towards online marketing, and adopted delivery services were able to meet the needs of both buyers and sellers while adhering to social distancing measures."

Thaneecharoen (2022, pp. 131-150) stated, "Some community enterprise groups do not transfer their knowledge to the younger generation, which results in the younger generation lacking pride in local wisdom. Therefore, the government should support budget allocation for expanding networks among community enterprises."

Research Methods

This research is qualitative and employs qualitative research methods, including questionnaire surveys, interviews, and group discussions.

In this research, researchers undertake the study as follows:

1. Gather and analyze the supply chain data of the Muslim product encompassing a total of 10 groups in Pattani province.

2. Analyze the potential strategies for fostering collaboration between these groups.

Population and Sample Groups: The targeted population of this research is the Muslim apparel product group and the targeted sample are 10 community enterprises from the particular group in Pattani province, which are:

- 1) Dong Ton Yi Tee group
- 2) The community enterprise of Muslim clothing & apparel group
- 3) The community enterprise of prayer cloths group from Tambon Krawa
- 4) The traditional hats and apparel group, Moo5
- 5) The youth group sewing traditional hats from Kamiyo
- 6) Juan Tani Kok Po group
- 7) Barahom Plaza Group
- 8) Women's fabric weaving group from Ban Trang
- 9) Rayabatik Group
- 10) Women's group from Ban Langa.

Sampling Method and Sample Group

Selection:

The research data will be collected through interviews from the Muslim apparel business groups in Pattani province using a specific targeted approach. Activities will include:

- 1) Gathering and analyzing the supply chain data from all 10 Muslim apparel product groups (group representatives).

To achieve the objective of analyzing the supply chain of various product groups, this was done by assessing the value added and opportunities for value creation of each connection in the supply chain. This assessment led to the formation of a new value chain to enhance competitiveness and increase income. The analysis of the existing supply

chain had been conducted over 2 months period, followed by the initiation of supply chain improvements starting from the third month onwards. The process of observing changes was within 8 months.

- 2) Enhancing the potential of the source groups for further group development:

- Organizing management training sessions for 5 representatives from each business group.

- Providing training on position defining for 5 representatives from each business group.

- 3) Skill development for the groups: Offering training sessions on sales platforms until each group attains self-sufficient sales capabilities.

- 4) Analyzing strategies for promoting inter-group collaboration: Organizing a convention for all 10 groups, fostering motivation through inviting experienced business speakers, and matching between business groups that have potential for collaboration

Research Tools and Data Analysis

Table 1 shows data analysis according to research activities

1. Collect data and analyze supply chain of 10 Muslim clothing product groups in Pattani province. (2 months)

Research Tools : Supply chain, Value chain, Value added, Value creation

Population Group : The leaders of all 10 groups

Data Collection Methods Conduct interviews on-site

Analysis Methods Analyze the supply chain of each group to identify the value added at each stage of the production process.



Additionally, analyze the value chain to explore the comparative advantage of each group's activities and introduce additional activities (value creation) to create a new value chain.

2. Analyze the development direction to enhance the potential of the core group. (1 month) -Line Messenger

Research Tools : Google meet, process workshop, Excel Program, Community Enterprise Management System Standards (CEMS), Evaluation form, Chart of the workflow structure for each task, Job description manual detailing the specifics of each task, Consultation guidelines

Population Group : Representatives from state agencies include: the Community Development Office of Yaring District, Khok Pho District, and Mayo District, the Provincial Industry Office of Pattani Province, and the Commercial Office of Pattani Province, with 1 representative from each agency -- Representatives from the 10 groups with 2 representatives of each group

Data Collection Methods - Online research team meeting with government agencies. - Consultation and discussion to update group news via Line. - Evaluation of Community Enterprises (CEMs). - Organize training activities via Google Meet.

Analysis Methods - Conduct training to provide knowledge on sales platforms to the group until they acquire the skills to sell independently

3. Group skill development activities (2 months)

Research Tools : Online marketplace platforms or sales channels include MKP, TikTok, and Facebook Page. - Live streaming through

Facebook.

Population Group - Representatives from each group, with 2 representatives of each group.

Data Collection Methods - Training conducted through online channels

Analysis Methods - Conduct training to provide knowledge on sales platforms to the group until they acquire the skills to sell independently

4. Analyzing strategies for fostering collaboration between groups. (2 months)

Research Tools - Startup speaker to inspire business initiatives. - Chart diagram showing collaboration between groups.

Population Group - 2 representatives from each community enterprise group

Data Collection Methods - Organize networking activities. - Establish Line groups (focus groups) among groups capable of collaborating effectively

Analysis Methods Gather information on the collaborative potential of each group

***** Note: The majority of activities were conducted in an online form due to the ongoing Covid-19 pandemic.**

Research Results

The enhancement of the supply chain evaluated through the assessment of craftsmanship value (Prof. fee), the development of fabric patterns, and the extraction of natural dyes, has led to varying income proportions across groups. These changes can be attributed to the ability to raise product prices to a certain level. By adding essential chains, a more significant portion of the distribution is reverted to

the groups. However, some groups maintained the same income proportion as they did not incorporate any new value chain. Instead, they focused on increasing the group's potential by

improving online sales skills. The comparison between **the original and the new supply chain** is presented as follows:

Table 1 The original and the new supply chain



| Enterprise Groups | Product | Value Chain added | New value chain (changed) |
|--|----------------------------|--|--|
| Traditional Hats Group Moo2 | Traditional Hats, Grade B1 | Professional fee Online Marketing | Group members possess online sales skills. |
| Traditional Hats Group Moo5 | Traditional Hats, Grade A1 | Professional fee Online Marketing | Group members possess online sales skills. |
| Dong Ton Yee Group | Bags | Professional fee | adding stage of processor including professional fee causing the price of product increased from 100 Baht to 250 Baht and the proportion of income distribution turned to the group 19.60 % |
| Muslim cloth & Apparel Group, Mae Lan | Dress | Online Marketing | Group members possess online sales skills. |
| The community enterprise of prayer cloths group, Krawa | Banong Dress | Developing Banong fabric patterns & Professional fee | adding stage of processor including professional fee causing the price of product increased from 1500 Baht to 1700 Baht and the proportion of income distribution turned to the group 14.54 % |
| Women's Group, Ban langa | Pateh fabric | Professional fee Online Marketing | -Group members possess online sales skills -Adding stage of processor including professional fee causing the price of product increased from 650 Baht to 800 Baht and the proportion of income distribution turned to the group 31.13 % |
| Juan Tani Kok Po Group | Silk fabric, 2 meters | Online Marketing | Group members possess online sales skills. |
| Women's Weaving Group, Ban Trang | Cotton fabric, 2 meters | Natural dyes Professional fee | adding stage of processor using natural color, it caused the value added to increase and the price of product has increased from 14,000 Baht to 16,000 Baht and the proportion of income distribution turned to the group 20.97 % |

| Enterprise Groups | Product | Value Chain added | New value chain (changed) |
|---------------------|-------------------------|---|---|
| Barahom Plaza Group | Cotton fabric, 2 meters | Natural dyes fabric patterns Professional fee | adding stage of processor using natural color, more design it caused to increase the value added of its professional fee and the price of product has increased from 550 Baht to 700 Baht and the proportion of income distribution turned to the group 68.07 % |
| Rayabatik group | Group Dress | Professional fee | adding stage of processor using natural color, more design it caused to increase the value added of its professional fee and the price of product has increased from 550 Baht to 700 Baht and the proportion of income distribution turned to the group 68.07 % |

In terms of fostering cooperation between enterprise groups, there has been a "Matching" process where these groups collaborated to co-develop products. This has led to the production of 3 items: 1) Traditional hats that incorporate Batik fabric from Barahom.

2) Dresses that have sections made of Batik fabric from the Ban Langa women's group.
3) Bags crafted from the cotton fabric of Ban Trang. The details are presented in the following table:

Table 2 Fostering Collaboration Among Groups

| Collaboration Among Groups | Collaborating Groups | Resulting Products |
|---|--|--|
| Batik Fabric Type + Tailoring/ Shirt Sewing | 1. Women's Group, Ban langa 2. Prayer Cloth Group, Tambon Krawa 3. Muslim Clothing & Apparel Group | Batik-patterned dress  |
| Silk Fabric Type + Bag Tailoring/Sewing | 1. Dong Ton Yee Group 2. Juan Tani Kok Po Group 3. Women's Weaving Group, Ban Trang | Silk fabric bag, Khaoma fabric bag  |


| Collaboration Among Groups | Collaborating Groups | Resulting Products |
|--------------------------------------|---|--|
| Batik Fabric Type + Traditional Hats | 1. Barahom Plaza Group 2. Traditional Hats and Apparel Group, Moo5 3. Youth Group Specializing in Sewing Traditional Hats, Ban Kamiyo | Batik Traditional Hats  |



Figure 1 Illustrating the Collaboration Among Enterprise Groups

Conclusion and Discussion

Conclusion

The research on “The management of value chain for production and capacity development of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani province” The analysis of the existing supply chain had been conducted over 2 months period, followed by the initiation of supply chain improvements starting from the third month onwards. The process of observing changes was within 8 months. New value chain resulted in more comparative advantages, potential in competitiveness and earning more income as

can be concluded as follows:

The analysis of the supply chain of Muslim clothing product groups based on intellectual and cultural heritage for creating peace in Pattani province, was conducted on the targeted 10 community enterprise groups. These groups can be classified into three categories: (1) Tailoring Groups, (2) Traditional Hats Groups, and (3) Indigenous Fabric Groups. This allows for an illustration of the changes in the supply chain and the corresponding changes in revenue distribution.

**Table 3** The changes in the supply chain and the percentage change in revenue

| Enterprise Groups | Product | Initial Value | New Value | Percentage Change in Revenue | Value Chain added |
|--|----------------------------|---------------|-----------|------------------------------|--|
| Traditional Hats Group Moo2 | Traditional Hats, Grade B1 | 2600 | 2600 | 0% | Professional fee, Online Marketing |
| Traditional Hats Group Moo5 | Traditional Hats, Grade A1 | 1200 | 1200 | 0% | Professional fee, Online Marketing |
| Dong Ton Yee Group | Bags | 200 | 250 | 25% | Professional fee |
| Muslim cloth & Apparel Group, Mae Lan | Dress | 360 | 360 | 0% | Online Marketing |
| The community enterprise of prayer cloths group, Krawa | Banong Dress | 1500 | 1700 | 13.33% | Developing Banong fabric patterns & Professional fee |
| Women's Group, Ban langa | Pateh fabric | 650 | 800 | 23.08% | Professional fee Online Marketing |
| Juan Tani Kok Po Group | Silk fabric, 2 meters | 14,000 | 14,000 | 0% | Online Marketing |
| Women's Weaving Group, Ban Trang | Cotton fabric, 2 meters | 1400 | 1600 | 14.29% | Natural dyes Professional fee |
| Barahom Plaza Group | Cotton fabric, 2 meters | 550 | 700 | 27.27% | Natural dyes, fabric patterns, Professional fee |
| Rayabatik group | Group Dress | 350 | 450 | 28.57% | Professional fee |
| Average | | | | 13.15% | |

Discussion of Research Results

The research found that the target groups of all 10 community enterprise groups were grouped into 3 groups: (1) The tailor-designed products group, (2) The traditional hats group, and (3) The fabric products group. The supply chain had been developed by appraisal of professional fee, development of fabric patterns and extraction of natural color. After developing the supply chain, it caused the proportion of income of all 10 groups to

change and had been increased by 13.15%. For some groups, the proportion of income was still the same because it had not been developed its value chain, but they had been extracted potential to develop the ability of the group in terms of developing skills on online sales. And organizing activities to meet together 10 enterprise groups to discuss and exchange products, Enterprise Groups had been matched that made it possible to work together to develop products. There obtained

3 products, namely: Traditional hats with Batik cloth from Barahom, Dresses with Batik cloth made by Langa women's group and bags made from Juan fabric of Ban Trang.

From the analysis of the supply chain, missing chains and vulnerabilities become evident, leading to opportunities for community enterprise groups. The vulnerabilities vary across different enterprise groups. Addressing opportunities in new chains might involve adding value to craftsmanship, evaluating labor costs (professional fees), or developing product designs in the textile weaving sector. Market development strategies include designing new patterns and using natural colors, emphasizing local resources, which can help reduce production costs (Rattanaphan, 2023, pp. 424–441). Utilizing community resources effectively reduces expenses and increases revenue, allowing individual households within the group to reduce production costs (Namkam and Buncharoen, 2017, pp. 40–49). In terms of enhancing online sales skills for the group, it's about adding value that results in a new value chain, increasing revenue and distributing it more equitably among members. Managing the supply chain involves designing operational plans and controlling activities within the supply chain, all aimed at creating value. The objective is to align supply with demand, enhance the organization's competitive capabilities, and cater to customer needs.

Developing the capabilities of the Muslim apparel product group based on cultural intellectual heritage to promote peace in the Pattani province area and emphasizing the importance of human resource development

as well as developing various skills needed by the groups are what enable them to sustainably stand on their own. In an era where the online world is at our fingertips, with online businesses booming day by day and people's buying behaviors shifting more towards screens, lacking these skills would mean missing out on significant opportunities.

Organizing essential activities for the groups, including imparting knowledge, group management, emphasizing task delegation, or encouraging member participation, is a crucial mechanism to propel a group forward in enhancing a group's capabilities. Enabling the groups to develop skills, such as improving sales on online platforms, essentially teaches the groups to survive and be self-reliant. They can sell their products independently, understanding the sales channels and evolving from traditional methods. Many groups primarily focused on product display booths, but when faced with the COVID crisis, unsold stock piled up. Surviving in the online era and possessing skills to sell on online platforms became vital tools and channels needed by the groups. It's evident that in situations with liquidity challenges, groups with online selling skills could maneuver themselves through such crises.

The outbreak of the 2019 Coronavirus infection has impacted community enterprises. However, through adaptation, community enterprises can survive and might even make a significant contribution to the macro economy (Onsamlee, 2021, pp. 195–205). The aforementioned adaptation starts with reducing unnecessary expenses, converting unused assets into income, and adjusting marketing strategies.



Community enterprises have to shift towards online marketing and delivery-based marketing, which addresses the needs of both buyers and sellers while everyone practices social distancing.

Creating a cooperative network within the community, especially fostering collaboration between groups, can lead to further development and advancement of the group beyond its previous state. By facilitating and matching the cooperation of community enterprises, groups can see the benefits of collaborating with other enterprise groups. This leads to the sharing of resources in the area and the creation of a mutual support system.

This research can connect the strengths of each group and address the weaknesses of some groups by leveraging the strengths of others, establishing networks with silk weavers, which is consistent with the research of Maneerattanarungrot and Donkwa (2018, pp. 85-107) which states that this "will enhance their bargaining power with suppliers of production factors and customers." The government sector should promote training for the youth to address labor shortages and encourage the establishment of professional group networks. To address labor shortages, Thaneecharoen (2022, pp. 131-150) emphasizes the importance of transferring knowledge to the younger generation and fostering the creation of professional networks, expanding networks among community enterprises, and sourcing resources both within and outside the community. This collaboration will benefit the community as the groups in this research were matched, making it possible to work together

to develop products. The research resulted in the creation of three products: Kapiyoh hat with Batik cloth from Barahom, dresses with Batik cloth made by La Nga women's group, and bags made from Chuan fabric of Ban Trang.

Such collaboration will benefit the community, allow income distribution to the community, and contribute to strengthening the grassroots economic system, which is one of the crucial factors in the country's economic development.

Recommendations for the utilization of research findings

It is paramount to emphasize professionalism when evaluating skills or labor fees within community enterprise groups. Sometimes, group leaders tend to overlook this aspect. However, certain tasks require specific skills and abilities that necessitate education, learning, perseverance, and practice. Additionally, they often involve time-consuming evaluations, which may not always be factored into the compensation received. For community enterprise groups, it is essential to prioritize this matter. Doing so can create incentives for new members interested in joining to support the community enterprise activities. Furthermore, it also has the potential to generate income to sustain livelihoods and strengthen the community.

Bibliography

- Akkho, S., Chaihirankit, R., Onrit, J., Janttarukka, S., Thongthap, R. and Sungsi, S. (2017). Potential development of Tha Khun Phaen's agricultural group, Ang-sila sub-district, Phiboonmangsa-harn district, Ubonratchathani province. **Journal of Management Science, Ubon Ratchathani University**, 6(12), 56-76.
- Chaetnalao, P. and Maneesri, T. (2020). Supply chain management model for community enterprise of sustainable agricultural product groups. **Journal of Research Community and Social Development**, 14(1), 133-145.
- Rattanaphan, M. (2023). Buying behaviour and marketing mix factors in purchasing decisions for woven fabric products of romsai weaving community enterprise, Songkhla province. **Journal of Social Science and Cultural**, 7(2), 424-441.
- Maneerattananurongrot, C. and Donkwa, K. (2018). Supply chain management of silk cloth in Nakhon Ratchasima Province. **Journal of Suranaree University of Technology**, 12(2), 85-107.
- Namkam, N. and Buncharoen, S. (2017). Supply chain management, Chao Phraya River community enterprise group. **Journal of Industrial Technology Lampang Rajabhat University**, 10(1), 40-49.
- Onsamlee, P. (2021). Adaptation of community enterprises in the epidemic conditions of coronavirus infection in 2019. **Journal of Management Science Review**, 23(1), 195-205.
- Thaneecharoen, J. (2022). **Self-reliance of community enterprises in Chiang Mai**. Doctoral dissertation, D. A., Maejo University, Chiang Mai.