

# Analyzing causal relationship pathways influencing the development of value-added potential in enterprise products community to promote community economic development

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## **Abstract**

Community economic development is one of the crucial challenges among the nations. Several strategies have been made in Thailand; however, the community economic development is not achieved to required level. Therefore, this study is an attempt to promote community economic development through community product development. Primary data were collected by conducting a questionnaire survey from various communities of Thailand. A 5-point Likert scale was used for data collection. Total 380 questionnaires were used in data analysis by using a statistical tool. Results of the study shows different ways to promote community economic development by promoting value-added products of community enterprise. It is revealed that; external factors such as government policy, traditions, culture, and environment can contribute to the potential development of community products. Furthermore, marketing focus of enterprises can also lead to the better community product development. Similarly, tourism also has key importance to promote community product development. Hence, external factors, marketing efforts and tourism can promote community economic development.

**Keywords.** Community economic development, community product development, external factors, marketing practices, tourism.

## **I. Introduction**

In the recent decade, the living is becoming expensive due to the increase in commodities prices. The prices of commodities which fulfil the daily requirements are increasing globally because the raw material prices have increased significantly. Now a days, the living is more expensive than last decade. Particularly, people living in local areas are more likely to be restricted to get access to the resources. Limited resources cause to decrease the living standards of people in local areas. This situation is leading to increase the rate of poverty among the communities. As poverty is a global phenomenon which is quite high among several nations (Khan et al., 2021). The increase in poverty rate decreasing the community development. Along with the other nations, Thailand is one of the countries which require significant level of community development. The communities in local areas are lacking with

the complete access to the resources and facing several issues in relation to the income generating activities. It is important to develop strategies to promote various activities at local level to resolve the issues related to the financial resources (Lopes, Cabral, Robertson, Franco, & Pereira, 2020; Rykiel, 2020; Tomteberget & Larsson, 2020).

Therefore, community economic development is one of the essential factors which must be addressed (Ashraf, Grunfeld, Hoque, & Alam, 2017; Surya, Syafri, Sahban, & Sakti, 2020) among the communities in Thailand. Community economic development is important in Thailand because several local areas are lacking in economic activities which has significant effect on the community welfare. The level of poverty can be decreased by increasing the community economic development in Thailand. The economic development at local areas is majorly based on the economic

activities. Increase in number of economic activities or simply improvement in economic activities can generate sufficient income for the people which lead to the overall community development of a certain community. Literature also highlighted the importance of community development through economic activities for the welfare of communities at local level. Different studies provided different ways for the community development in terms of economic activities at local level (Finley, Chappell, Thiers, & Moore, 2018). Several previous studies supported business activities for the economic development at small scale. The business activities at lower level can generate several other employment opportunities for the people. In this direction, the current study proposed community enterprise product promotion to promote economic development. Product development and its promotion at local level can lead to generate revenue for the community having significant positive role to enhance the economic conditions of communities.

However, enterprise product development (Punoiam, Pinchumpholsang, Nujnetra, Sangthongluan, & Anuyahong, 2021) is one of the challenges for nations. Along with the development of communities, the promotion of local products is also most important. The promotion of any newly developed product is a challenge for small enterprises carried out at community level. Enterprise product development is most important to promote because it can lead to the economic development of communities. Therefore, it is tough to develop potential among the products developed at community level. In this direction, this study attempted to promote product potential in Thai local community. The current study proposed three ways to develop potential in community products which promote community economic development. First, focus on the external factors such as government policies for community, political factors, safety measures, culture of the community, environment etc. can facilities product development. Second, tourism industry is important to promote various product at local level. As highlighted by literature, tourism has significant role in community development (Songkhla, Wanvijit, Charoenboon, & Ninaroon, 2021). The tourism activities can promote value added potential for community enterprises in relation to the development of products. Third, according to the current study.

Marketing practices also has the ability to promote community products which can contribute to the economic development at community level. The enterprises at local level generally lacking with the promotional activities which can be promoted through marketing activities. Marketing activities has significant role to promote products (Kargapoltseva et al., 2020). Finally, the current study proposed external factors, tourism focus and marketing activities for the promotion of value-added potential in products at community level which can enhance economic development.

Therefore, this study has following objectives; 1) to analyze the path of causal relationships that influence the potential development of value-added products of community enterprises to promote community economic development, 2) to create ways to develop value-added potential in the products of community enterprises which can promote community economic development, and 3) to examine ways to develop value-added potential in the products of community enterprises for the promotion of community economic development. These objectives have significant contribution to the literature and practices. As the current study has considered various important aspects to promote value-added potential among the community products. Several studies have addressed the community economic development (Ashraf et al., 2017; Darity Jr et al., 2018; Finley et al., 2018; Sharp, Agnitsch, Ryan, & Flora, 2002; Surya et al., 2020), however, these studies have not addressed the external factors, tourism factors and marketing factors in relation to the value-added potential for community product in Thailand. Hence, the current study has valuable contribute to the field of enterprise product development at community level to enhance community economic development (Layachi, 2021).

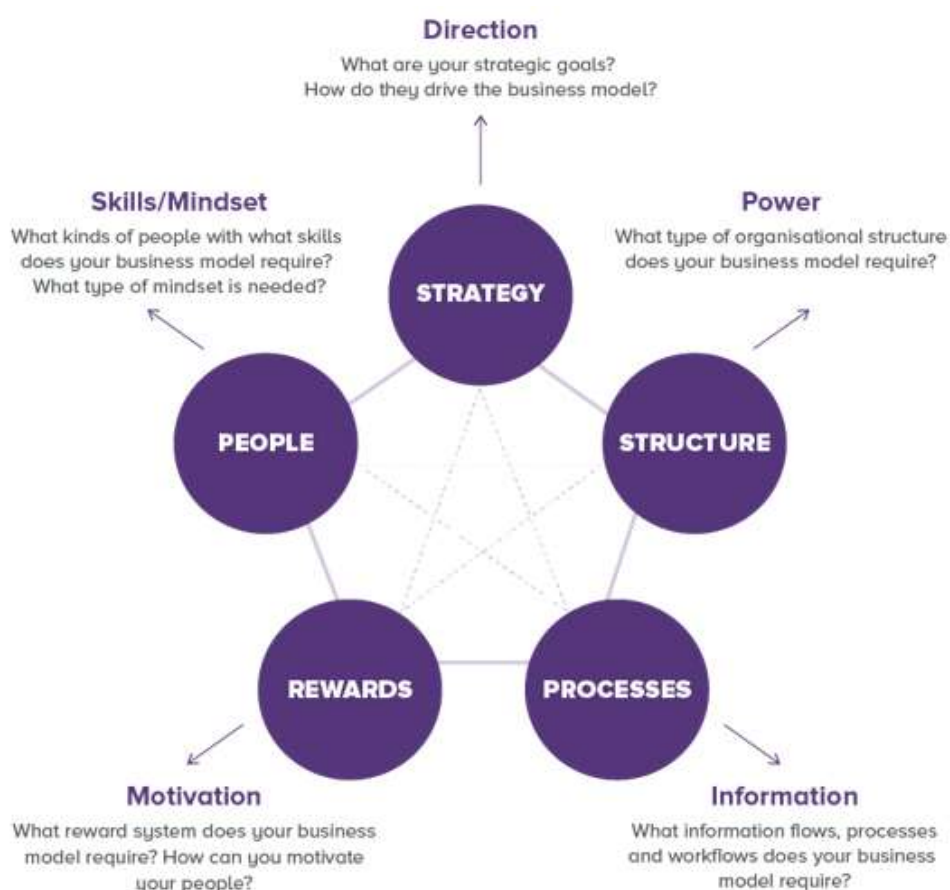
## **2. Literature Review**

### **2.1 Developing Potential**

The potential development is considered in the context of enterprises products. This study considered potential development to promote value added potential for enterprise products. The potential development is considered in terms of novelty in products. The process also considered as an important element for potential

development. Product development is based on several steps including the process to complete steps. The innovation in process and introduction of something new can enhance the potential for enterprise products at community level. As innovation in process has the ability to effect product development in a positive way (Rahmah, Ameen, Isaac, Abu-Elhassan, & Khalifa, 2020). It also includes the other operations related to the products having influence on the potential development. Similarly, to develop better product potential, the role of human resources is key. The skills as well as capabilities of an employees is vital to influence the products. The success and better performance of products is also based on the performance of an employee and owner working on the specific products. Therefore, at community level, the person carrying out a business activity must have better skills as the literature also documented the important role of human resources in product development (Rasool, Samma, Wang, Zhao, & Zhang, 2019). Furthermore, according to the current study, potential can be developed in enterprise product with the help of better remuneration to the employees. The employee must have significant satisfaction level to promote product

performance. The remuneration of employees working in community enterprise must have better benefits by the enterprise to create a better potential. Additionally, strategic alignment also has key importance for the business activities. Strategic alignment is a procedure that ensures an organization's structure and utilization of resources in effective manner. Strategic alignment impact to improve performance by enhancing the operation of procedures/systems, and the activities of teams as well as departments. Strategic alignment is highlighted in Figure 1. Along with the importance of strategic alignment for product development (Ilmudeen, Bao, & Alharbi, 2019), information technology has key importance. Generally, at local level, small enterprises do not focus to support the business activities with the information technology which may lead to decrease in overall performance. As highlighted by literature, information technology is key to the product development (Kou, Chiang, & Chiang, 2018). Thus, along with the other elements, potential development among the enterprise's products can be promoted through the implementation of technology.



## Figure 1. Strategic Alignment

### 2.2 External Factors

The current study considered different external factors influencing on the community enterprises product potential development. The most important external factors include government policies. The government policies for community development are most important to promote products at local level. For instance, the government fundings at community level to support small business activities can highlight the products. In Thailand, government is focusing on village funds for the support to business activities and for the purpose to the welfare of community. Furthermore, external factors include the political conditions at community and safety measures. The business safety is important for the people living in local areas. These people require safe investment; however, the unsafe condition discourage them for saving. The other external factors include culture of the community, economic conditions, environment, and marketing promotions. All these external factors have the potential to affect the enterprise products (McGrath & Whitty, 2020; Ngwenya & Nkosi, 2021; Nkosi, 2020; Romulo B. Magnaye, 2020).

Potential development at community level is majorly based on these external factors. These external factors have the ability to decrease or increase in the level of potential. Previous studies also highlighted various external factors and their influence on products development (Tektaş, Özdemir, & Gozlu, 2007). It does not only effect on the products, but it also effect on the overall performance of any company (Menguc, Auh, & Ozanne, 2010). Therefore, for small enterprises, the external factors such as government policy, political conditions, safety measures, tradition and culture, economic situation, environmental and marketing could be the factors having effect on potential development. Therefore, it is proposed that;

**Hypothesis 1.** External factors have influence on developing potential.

### 2.3 Tourism Factors

Thailand is one of the leading countries in tourism industry. Each year millions of people travel to various parts of the Thailand for

tourism related activities. Therefore, Thailand has major potential for tourism activities. Particularly, Thailand has several opportunities at community level which is based on the cultural tourism. People from various parts of the world visit to the villages of Thailand to observe the culture. Therefore, the focus on communities towards tourism promotion is also important for products promotion. In this study, tourism focus is based on the attraction of tourists to the local areas. The attraction of tourists through unique products development related to the tourism is most important for the creation of potential. To enhance the tourism activities, tourist attraction is most important (Kang, Lee, Kim, & Park, 2018). Similarly, the accessibility of tourists to the places is also important. These must be an easy accessibility of tourists to the various tourism related places such as different community's culture. Furthermore, tourism focus is also based on the satisfaction of tourists. Satisfaction of tourists is key to the success of tourism industry at local level. At community level, the role of people is important to satisfy the tourists which help to promote potential in enterprise products and lead to the economic development. As proved by the literature, tourist satisfaction is key to promotion tourism activities (Chia, Lo, Razak, Wang, & Mohamad, 2021; Nasir, Mohamad, Ghani, & Afthanorhan, 2020). Additionally, management of tourism activities at community level can promote product potential. Therefore, tourism focus such as attraction of tourists, accessibility to tourism places, satisfaction of tourists and management of tourism activities has key importance to enhance potential development among enterprise products which lead to the following hypothesis;

**Hypothesis 2.** Tourism factors have influence on developing potential.

### 2.4 Marketing Focus

Marketing is one of the most important tools to promote products, as all business organizations use various marketing tools to promote newly developed as well as old products (Anggia, Salim, Sunaryo, & Solimun, 2017; Falahat, Ramayah, Soto-Acosta, & Lee, 2020), however, marketing activities are lacking at local level. The business enterprises working at community

level are lacking to follow marketing tools which can increase the potential in local products. Marketing is the process of intentionally stimulating demand for and purchases of goods and services; potentially including selection of a target audience which has influence to create product potential. In the current study, marketing is considered in the prospective of customer orientation of business (Noor & Mohamed, 2007), competition orientation and inter-functional coordination. Therefore, the enterprises working in various local areas require better marketing activities to create potential in new developed products or existing products. Better orientation of enterprises towards the marketing activities can promote the product potential. Hence, it is proposed that;

**Hypothesis 3.** Marketing focus has influence on developing potential.

### 3. Methodology

This study attempted to promote community economic development through promotion of enterprise products at community level. In this direction, this study proposed a relationship between external factors, tourism factors, marketing focus and developing potential in products. To examine the relationship between variables, this study proposed quantitative research approach in which a cross-sectional research design is used. Therefore, this study developed a questionnaire for data collection.

#### 3.1 Questionnaire Development

A questionnaire is designed to examine the effect of external factors, tourism factors and marketing focus on developing potential in products. External factors are measured by considering the government policy, political situation in community, safety measures, traditions, culture, environment, and marketing

aspects. Furthermore, tourism factors are measured by considering the tourism attraction, accessibility of tourism opportunities and inter-functional coordination among the community people. Marketing focus is considered by examining the marketing orientation, competitor orientation and inter-functional coordination. Finally, developing potential is measured through product, process, personal operations of business, human resources learning, remuneration of personnel, strategic alignment, and information technology. The questionnaire was designed into two parts including the demographic profile of respondents and scale items related to the key study variables, namely; external factors, tourism factors, marketing focus and developing potential (Muller, 2020; Payne & Hadzhidimova, 2020; Suard, 2020).

#### 3.2 Population and Data Collection

Population of the study is the local enterprises in Thailand. The owners and employees of the enterprises are considered the respondents of the study. Sample size of the study is based on 700 respondents. Therefore, 700 questionnaires were distributed among the owners and employees of the enterprises working in local community of Thailand. From total distributed questionnaires, 395 were returned. However, all the questionnaires were not usable. 15 questionnaires were incomplete, therefore, excluded from the study. Finally, 380 questionnaires were used in this study for data analysis. Furthermore, cluster sampling is used for data collection which is suitable to collect data from population spread on wide area. While using cluster sampling, population in this research is divided into 3 clusters and data is collected from each cluster randomly. Finally, data analysis used various statistical techniques to examine the relationship between variables (Ojogiwa, 2021; Sezer, Karabacak, Kucuk, & Korkmaz, 2020; Sj, 2020).

**Table 1.** Symbols for variables studied

Latent Variable	Manifest Variable
1. Marketing focus (MF)	1.1 Customer orientation (MF1)
	1.2 Competitor orientation (MF2)
	1.3 Inter-functional coordination (MF3)

2. External factors (EF)	2.1 Government policy (EF1)
	2.2 Marketing promotion of TTT (EF2)
	2.3 Political (EF3)
	2.4 Safety (EF4)
	2.5 Traditional and cultural (EF5)
	2.6 Economic (EF6)
	2.7 Environmental (EF7)
3. Tourism factors (TF)	3.1 Attraction (TF1)
	3.2 Accessible (TF2)
	3.3 Satisfaction (TF3)
	3.4 Product and Service (TF4)
4. Developing potential (DP)	4.1 Product (DP1)
	4.2 Process (DP2)
	4.3 Personnel operations (DP3)
	4.4 Human Resource learning (DP4)
	4.5 Remuneration of personnel (DP5)
	4.6 Information technology (DP6)
	4.7 Strategic alignment (DP7)

Note: EF = External Factors; TF = Tourism Factors; MF = Marketing Focus; DP = Developing Potential.

#### 4. Results

Results of the current study are based on the primary data collected from the community enterprises in Thailand. AMOS is used for data analysis in the current study. Although, there are several statistical tools available for data analysis based on primary data, however, the current study selected AMOS which is most suitable in the current study to examine the relationship between variables. AMOS is statistical software, and it stands for analysis of a moment structures. It can be further described as analysis of covariance or causal modeling software. In this study, it is used to examine the effect of independent variables on dependent variable. AMOS is a visual program for structural equation modeling (SEM). SEM is

the most suitable and recommended data analysis technique by the several previous studies (Livote & Wyka, 2009; Wan Omar & Hussin, 2013). Table 2 shows the measurement model. In AMOS, we can draw models graphically using simple drawing tools. Generally, SEM is based on the measurement model and structural model (Hair, Sarstedt, Pieper, & Ringle, 2012). Measurement model shows the outer model assessment in which factor loadings is important to examine. "Factor loadings are correlation coefficients between observed variables and latent common factors. It can be viewed as standardized regression coefficients, or regression weights. The number of rows of the matrix equals that of observed variables and the number of columns that of common factors." According to the literature, factor loadings must not be less than 0.5. Results of the current study have achieved the minimum level of factor loadings. Additionally, the current study examined the reliability as well as validity of the instrument (Henseler, Ringle, &

Sarstedt, 2015). Results of the study confirmed that the scale is reliable and valid.

**Table 2.** Measurement Model (n=380)

Variable	Effect	Variable			
		EF	MF	TF	DP
<b>DP</b>	DE.	0.32	0.47	0.61	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.32	0.47	0.61	0.00
<b>DP<sub>1</sub></b>	DE.	0.00	0.00	0.00	0.58
	IE.	0.19	0.27	0.35	0.00
	TE.	0.19	0.27	0.35	0.58
<b>DP<sub>2</sub></b>	DE.	0.00	0.00	0.00	0.81
	IE.	0.26	0.38	0.49	0.00
	TE.	0.26	0.38	0.49	0.81
<b>DP<sub>3</sub></b>	DE.	0.00	0.00	0.00	0.75
	IE.	0.24	0.35	0.46	0.00
	TE.	0.24	0.35	0.46	0.75
<b>DP<sub>4</sub></b>	DE.	0.00	0.00	0.00	0.73
	IE.	0.24	0.34	0.44	0.00
	TE.	0.24	0.34	0.44	0.73
<b>DP<sub>7</sub></b>	DE.	0.00	0.00	0.00	0.48
	IE.	0.15	0.22	0.29	0.00
	TE.	0.15	0.22	0.29	0.48
<b>DP<sub>6</sub></b>	DE.	0.00	0.00	0.00	0.74
	IE.	0.24	0.35	0.45	0.00
	TE.	0.24	0.35	0.45	0.74
<b>DP<sub>5</sub></b>	DE.	0.00	0.00	0.00	0.39
	IE.	0.13	0.18	0.24	0.00
	TE.	0.13	0.18	0.24	0.39
<b>EF<sub>7</sub></b>	DE.	0.99	0.00	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.99	0.00	0.00	0.00
<b>EF<sub>6</sub></b>	DE.	0.51	0.00	0.00	0.00

	IE.	0.00	0.00	0.00	0.00
	TE.	0.51	0.00	0.00	0.00
<b>EF5</b>	DE.	1.08	0.00	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	1.08	0.00	0.00	0.00
<b>EF1</b>	DE.	0.91	0.00	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.91	0.00	0.00	0.00
<b>EF2</b>	DE.	0.84	0.00	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.84	0.00	0.00	0.00
<b>EF3</b>	DE.	1.00	0.00	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	1.00	0.00	0.00	0.00
<b>MF1</b>	DE.	0.00	0.78	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.00	0.78	0.00	0.00
<b>MF2</b>	DE.	0.00	0.92	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.00	0.92	0.00	0.00
<b>MF3</b>	DE.	0.00	1.03	0.00	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.00	1.03	0.00	0.00
<b>TF1</b>	DE.	0.00	0.00	1.11	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.00	0.00	1.11	0.00
<b>TF2</b>	DE.	0.00	0.00	0.98	0.00
	IE.	0.00	0.00	0.00	0.00
	TE.	0.00	0.00	0.98	0.00

Note: EF = External Factors; TF = Tourism Factors; MF = Marketing Focus; DP = Developing Potential.

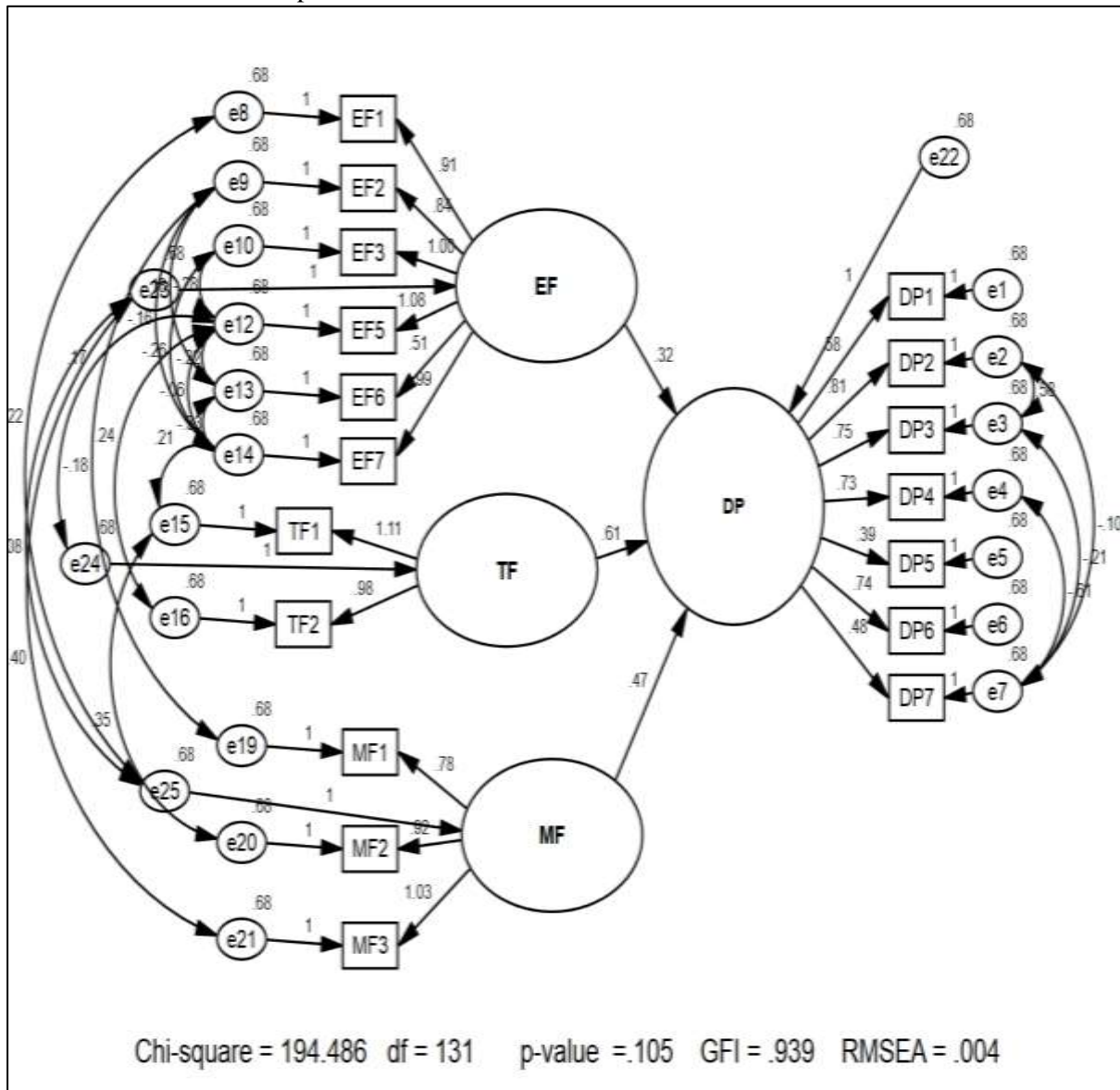
After the assessment of measurement model, in the next step, this study used structural model (Kholifah, Yumni, & Susanto, 2017). Structural model is also called inner model which is used to examine the relationship between variables.



Therefore, in this step of data analysis, the relationship between external factors, tourism factors, marketing focus and developing potential is examined. Structural model is given in Figure 2. The structural model results are given in Table 2. In this step, the effect of external factors is examined on developing potential. Furthermore, the effect of tourism factors is examined on developing potential. The effect of marketing focus is also examined in relation to the developing potential.

Results given in Table 2 shows that, external factors have significant effect on developing potential with t-value 4.74 and beta value 0.323. The beta value is positive which showing the positive relationship between external factors and developing potential. It indicates that external factors have positive effect on

developing potential. Increase in external factors among the community can increase the potential for products. The effect of tourism factors on developing potential is also significant with t-value 5.57 along with the beta value 0.609. Similar with the external factors, tourism focus also has positive effect on developing potential. Therefore, tourism factors have important role to enhance developing potential in community products. Finally, marketing focus also has significant relationship with developing potential with t-value 5.118 and beta value 0.466. Thus, increase in marketing activities can increase the developing potential for community enterprise products (Peker, 2020; Seoane, 2020; Shliakhovchuk & Muñoz García, 2020).



Note: EF = External Factors; TF = Tourism Factors; MF = Marketing Focus; DP = Developing Potential.

**Figure 2.** Conceptual Model (n=4200)

**Table 3.** Estimation Results of Standardized Regression Weights (n=420)

Variable	Regression coefficient (Estimate)	S.E.	C.R. (t-Value)	P-Value	Significance
DP <--- EF	.323	.186	4.740	***	Yes
DP <--- TF	.609	.237	5.570	***	Yes
DP <--- MF	.466	.220	5.118	***	Yes
TF <sub>2</sub> <--- TF	.980	.201	4.876	***	Yes
TF <sub>1</sub> <--- TF	1.105	.196	5.652	***	Yes
MF <sub>3</sub> <--- MF	1.034	.201	5.141	***	Yes
MF <sub>2</sub> <--- MF	.916	.187	4.899	***	Yes
MF <sub>1</sub> <--- MF	.779	.185	4.216	***	Yes
EF <sub>3</sub> <--- EF	1.000	.215	6.852	***	Yes
EF <sub>2</sub> <--- EF	.842	.175	4.806	***	Yes
EF <sub>1</sub> <--- EF	.914	.177	5.166	***	Yes
EF <sub>5</sub> <--- EF	1.078	.193	5.598	***	Yes
EF <sub>6</sub> <--- EF	.508	.179	2.840	.005**	Yes
DP <sub>5</sub> <--- DP	.392	.127	3.088	.002**	Yes
DP <sub>6</sub> <--- DP	.741	.155	4.780	***	Yes
DP <sub>7</sub> <--- DP	.477	.141	3.378	***	Yes
DP <sub>4</sub> <--- DP	.726	.159	4.570	***	Yes
DP <sub>3</sub> <--- DP	.750	.167	4.498	***	Yes
DP <sub>2</sub> <--- DP	.806	.172	4.675	***	Yes
DP <sub>1</sub> <--- DP	.579	.141	4.120	***	Yes
EF <sub>7</sub> <--- EF	.989	.199	4.980	***	Yes

Note: EF = External Factors; TF = Tourism Factors; MF = Marketing Focus; DP = Developing Potential.

Remark: significant \*\*p < .01, \*\*\* p < .001

## 5. Findings of the Study

This study attempted to promote community economic development through promotion of enterprise products at community level by

promising a relationship between external factors, tourism factors, marketing focus and developing potential in products. This relationship is tested with the help of questionnaire survey and data were collected from the enterprises working at community level in Thailand. After data collection, it is analyzed by using statistical software.

The results of an analysis of causal relationship pathways influencing the potential development of value-added products of community enterprise entrepreneurs which can promote community economic development and found that the model is relatively consistent with empirical data. Based on chi-square probability level: CMIN-p equals 194.466 Relative Chi-square: CMIN/df equals 1.485 Goodness of Fit Index: GFI equals .939 Root Mean Square Error of Approximation: RMSEA equals .004, found a causal relationship with market-oriented factors. External factors, tourism factors, and observation variables include product factors has significant influence. Furthermore, process factors and operational factors of members of community enterprises, personal learning factors, remuneration factors of members of community enterprises, information technology acceptance factors and strategic placement factors has important contribution to value-added potential in community products.

Guidelines for developing value-added potential in the products of community enterprises, having effect on promoting community economic development include process factors, correlation with operational factors of members of community enterprises. Furthermore, strategic planning factors are correlated with process factors which has important role in community economic development. Operational factors of members of community enterprises and personal learning factors causing to promote value addition in community products. Market promotion factors are associated with economic and environmental factors leading to the community development through the promotion of products. Furthermore, correlation with tradition and cultural factors as well as economic factors has the potential to enhance community development (Sahin et al., 2020; Svoboda, 2020; Vermeulen, Gouse, Delport, Louw, & Miller, 2020). Tradition and cultural factors correlation with economic factors along with the environmental factors also has major role to play

in economic conditions of community. Additionally, economic factors correlation with environmental factors and attractiveness factors is important in product development at community level. In addition, attractiveness factors correlation with competitor-oriented factors has the ability to influence positively in value addition.

## 6. Conclusion

The community economic development is most important in Thailand which can be promoted through promotion of value-added potential in community products. The value addition in community enterprise products can be managed through different ways. The focus of government policies towards the community enterprise is beneficial to enhance enterprise product performance which can enhance economic development. The development of culture and safe environment are also the important potential factors. Furthermore, in local community of Thailand, focus on the tourism activities can enhance income generating activities which may lead to the promotion of community products. As this study found that, increase in tourism activities at community level can increase the potential to promote community enterprise product. Additionally, marketing efforts by the community enterprise is the way to promote products. A significant level of efforts is required at community level to promote enterprise products. Thus, local community enterprise products can be promoted through tourism activities, marketing activities and external factors related to the business enterprises such as government policies. These factors have the ability to enhance income generating activities through the value addition in products leading to the community economic empowerment.

## 7. Implications of the Study

This study has significant implications for the literature because the relation examined in this study is rarely considered by the previous studies. Especially, this study considered community economic development in Thailand through various external and internal factors. The relationship between external factors,

tourism factors, marketing focus and developing potential in products is rarely studies in literature in the context of Thailand. Theoretically, this study added a valuable knowledge to the field of community enterprise product development. Various external factors such as government policy, environment, political situation at community level, safety measures and culture are considered which is not addressed in previous studies while working on value added potential for enterprise products at community level. These findings of this study have important relationship with the practical implications. The study results provided insights to make strategies for the promotion of enterprise products.

The current study providing a way for the development of the potential to create added value in the products of community enterprises for community economic development. Community enterprise products should be trusted in quality and service of products. In the process, new products of community enterprises should be developed and promoted with the help of marketing practices. The marketing practices are lacking at community level; therefore, the owners of enterprise should promote the products through marketing strategies and attract the customers. Personal learning should be promoted in the deployment of new information technology systems, and well-performing members should be praised for being role models. Community enterprise strategies should be applied to create value-added products to contribute to the continuous and sustainable development of the community economy. More importantly, at community level in Thailand, tourism can provide several opportunities to enhance business products. As Thailand is one of the leading countries in tourism industry, therefore, communities have vital opportunities to promote their products. Tourists from various countries could be the possible market of their products. In this direction, enterprises should develop various products related to the tourism and promote these products with the help of marketing strategies. Table 1 shows the measurements of external factors, tourism factors, marketing focus and developing potential.

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