

SUCCESSFUL COMMUNITY ENTERPRISE MODEL IN PAK KRET DISTRICT

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Abstract: This research aimed to (1) examine the success of community enterprises in Pak Kret District, (2) investigate the factors affecting the success of community enterprises in Pak Kret District, and (3) develop a model of successful community enterprises in Pak Kret District. A mixed-methods research design was employed. The qualitative phase involved document analysis, in-depth interviews with 50 participants, focus group discussions with 50 participants, and community forums with 50 participants, with data analyzed using content analysis. The quantitative phase involved a questionnaire survey administered to a sample of 223 respondents, with data analyzed using descriptive statistics and stepwise multiple regression analysis. The findings revealed that (1) the overall success of community enterprises was at the highest level ($M = 4.33$, $S.D. = .44$), with the learning and growth dimension yielding the highest mean score, followed by the customer, financial, and internal process dimensions, respectively. (2) The factors significantly affecting the success of community enterprises at the .01 level were knowledge management, organizational culture, market management, and transformational leadership, which jointly accounted for 57.80% of the variance in success ($R^2 = .578$). Ranked by magnitude of influence, these factors were knowledge management ($Beta = .794$), organizational culture ($Beta = .603$), market management ($Beta = .385$), and transformational leadership ($Beta = .290$). (3) The resulting model of successful community enterprises, termed the “KCML Model,” positions knowledge management and organizational culture as the core driving forces, operating in conjunction with proactive market management and transformational leadership as supporting factors. Together, these elements contribute to success across all four dimensions of the Balanced Scorecard framework: financial, customer, internal process, and learning and growth.

Keywords: Community Enterprise Model, Community Enterprise, Success, Knowledge Management, Organizational Culture

1. INTRODUCTION

Community enterprises have been widely recognized as an important mechanism for grassroots economic development, as they represent a form of enterprise in which community members jointly own, manage, and use local resources and wisdom to generate occupations and income (Community Enterprise Promotion Act, B.E. 2548 [2005]). However, a critical challenge is that many community enterprises still lack continuity and sustainability. Data from the Community Enterprise Potential Assessment conducted by the Department of Agricultural Extension, which is designed to help community enterprises identify their own potential (Community Enterprise Promotion Division, 2019, p. 61), together with a report from the Community Enterprise Information System of the Community Enterprise Promotion Division, Department of Agricultural Extension (2023), indicate that a large number of community enterprises in Pak Kret District, Nonthaburi Province, have had their registration revoked or have requested registration cancellation over the past several years. This reflects structural problems in management, leadership, marketing, and the development of members' capabilities.

A review of the literature reveals that the success of community enterprises does not depend on any single factor, but rather results from the joint effects of multiple factors working together (Anusornphanichkul, 2018; Nongbua & Suwanmaneepong, 2021; Youthao et al., 2026). The Balanced Scorecard concept (Kaplan & Norton,



1996) provides a balanced perspective on success across the financial, customer, internal process, and learning dimensions. Frequently cited causal factors include transformational leadership (Bass & Riggio, 2006), which helps drive a shared vision; knowledge management (Nonaka & Takeuchi, 1995), which helps accumulate and build upon local wisdom; organizational culture that fosters cooperation (Denison, 2002; Fei et al., 2026); and market management (Kotler & Keller, 2016), which facilitates access to consumers.

Although these factors have been examined in general contexts, an in-depth, area-specific research gap remains, particularly in Pak Kret District, an area with its own distinctive social and economic context. Moreover, a clear model for developing sustainable community enterprises in this area is still lacking. This research therefore aims to address the following questions: What constitutes success for community enterprises in this area? What factors contribute to that success? And what development model should be established to ensure sustainability going forward?

2. RESEARCH OBJECTIVES

1. To examine the success of community enterprises in Pak Kret District.
2. To investigate the factors affecting the success of community enterprises in Pak Kret District.
3. To develop a model of successful community enterprises in Pak Kret District.

3. LITERATURE REVIEW

A community enterprise refers to a community-based undertaking formed through the collective participation of local residents to produce, provide, or distribute goods and services, drawing on social capital and local wisdom, with objectives spanning both economic and social dimensions (Community Enterprise Promotion Act, B.E. 2548 [2005]; Department of Agricultural Extension, 2019; Jintana & Puripunyawattana, 2020; Katangchol et al., 2023).

Organizational success is assessed using the Balanced Scorecard framework proposed by Kaplan and Norton (1996), which evaluates performance across four balanced dimensions: financial, customer, internal process, and learning and growth. Prior studies have confirmed the applicability of this framework to the community enterprise context (Nongbua & Suwanmaneepong, 2021; Channuwong et al., 2023; Maneenin, 2024).

Causal factors. A synthesis of the reviewed literature identifies four causal factors influencing community enterprise success: (1) transformational leadership—leaders' ability to formulate a vision and drive organizational change (Channuwong et al., 2026; Bass & Riggio, 2006); (2) knowledge management—the process of creating, sharing, and applying knowledge to generate innovation (Nonaka & Takeuchi, 1995; Ratten, 2021); (3) organizational culture—shared values and norms that foster participation and trust within the group (Schein, 2017); and (4) market management—the process of creating value and cultivating long-term customer relationships to achieve competitive advantage (Kotler & Keller, 2016; Bangbon et al., 2026).

Prior empirical research has confirmed the relationships between these factors and community enterprise success. Bass (1990) and Sutthadaanantaphokin et al. (2025) described that transformational leadership, knowledge management, and organizational culture were the principal determinants of community enterprise success at the national level. Nongbua and Suwanmaneepong (2021) and Kittinorarat and Acherayawathan (2024) reported that the relative influence of these factors varies according to contextual setting. Meanwhile, Saengthong et al. (2022) and Prapaphan Sriwichai et al. (2022) found that market management likewise plays a significant role in determining success.

Based on this literature review, the researcher formulated a conceptual framework in which the four factors identified above serve as independent variables, while success—measured across the four dimensions of the Balanced Scorecard—serves as the dependent variable.

4. RESEARCH METHODOLOGY

4.1. Research Design

This study employed a mixed-methods research design, beginning with qualitative research to explore success and its underlying causal factors in depth. The findings were then used to develop an instrument for the quantitative phase, which tested and confirmed the overall causal relationships among the variables. The results of both phases were subsequently integrated to construct a model of successful community enterprises, and the model's credibility was verified through community forums.

4.2. Population, Sample, Key Informants, and Data Sources

For the qualitative phase, data were collected from 150 key informants selected through purposive sampling, comprising in-depth interviews with 50 academics, experts, and community enterprise leaders, focus group discussions with 50 participants, and community forums to verify the model with 50 participants. For the quantitative phase, the population consisted of members, leaders, and committee members of 47 community enterprise groups in Pak Kret District, totaling 503 people. The sample size was determined using Yamane's formula at a 0.05 margin of error, yielding a sample of 223 respondents (Yamane, 1973, pp. 727–728), proportionally distributed across 11 sub-districts. Actual data collection employed accidental sampling, drawing on those who were available and willing to complete the questionnaire in each group.

4.3. Research Instruments

The qualitative instrument was a semi-structured, in-depth interview guide covering seven main issues, developed from a review of relevant concepts and theories and validated for content by three experts in public administration. The quantitative instrument was a five-point rating-scale questionnaire, which was validated for content using the Index of Item-Objective Congruence (IOC), with values ranging from 0.67 to 1.00, and pilot-tested with 30 individuals from a similar population to determine reliability using Cronbach's alpha coefficient. The reliability coefficients obtained ranged from .917 to .964 for the causal factor variables and from .816 to .947 for the success variables.

4.4. Data Collection

The researchers personally collected the qualitative data through in-depth interviews, focus group discussions, and community forums conducted on-site, and collected the quantitative data by distributing questionnaires to the sample in each sub-district according to the calculated proportions. The study was conducted over a total period of one year, from January 2025 to December 2025, and received human research ethics approval prior to data collection.

4.5. Data Analysis

The qualitative data were analyzed through interpretation and analytic induction combined with content analysis, categorized according to themes of success and causal factors. The quantitative data were analyzed using descriptive statistics, namely means and standard deviations, and inferential statistics, including Pearson correlation analysis to examine preliminary relationships and multicollinearity issues (Tolerance and VIF), and stepwise multiple regression analysis at a statistical significance level of .05 to test the hypothesis that transformational leadership, knowledge management, organizational culture, and market management influence the success of community enterprises in Pak Kret District.

5. RESULTS

5.1. Findings for Research Objective 1: The Success of Community Enterprises in Pak Kret District

Both the qualitative and quantitative findings consistently indicated that the success of community enterprises in Pak Kret District stemmed from transforming cultural capital and local wisdom—such as the Mon shawl (pha sabai) of Pak Kret and pottery—into high-value products with a distinctive identity, achieved through systematic management, customer-base expansion via storytelling strategies, and continuous human capital development. The

quantitative results confirmed that overall success across all four dimensions was at the highest level ($M = 4.33$, $S.D. = .44$), ranked in descending order as follows: learning and growth (4.39), customer (4.38), financial (4.35), and internal process (4.21), the last of which had the lowest mean, indicating a gap in the management system and production standards that still requires further development, as shown in Table 1.

Table 1 Means and Standard Deviations of the Success of Community Enterprises in Pak Kret District ($n = 223$)

Success Dimension	M	S.D.	Level	Rank
1. Financial	4.35	.55	Highest	3
2. Customer	4.38	.51	Highest	2
3. Internal Process	4.21	.53	Highest	4
4. Learning and Growth	4.39	.55	Highest	1
Overall Mean	4.33	.44	Highest	—

5. 2. Findings for Research Objective 2: Factors Affecting the Success of Community Enterprises in Pak Kret District

Pearson correlation testing showed that transformational leadership, knowledge management, organizational culture, and market management all had statistically significant, strong positive relationships with success ($p < .01$), with no multicollinearity problems detected (minimum Tolerance = .244, maximum VIF = 4.094). Stepwise multiple regression analysis revealed that the four variables jointly predicted 57.80% of the variance in success ($R = .760$, $R^2 = .578$, $F = 74.520$, $p < .001$). Ranked by magnitude of influence, the factors were knowledge management (Beta = .794), organizational culture (Beta = .603), market management (Beta = .385), and transformational leadership (Beta = .290), respectively. The hypothesis-testing results therefore supported H_1 , confirming that all four factors significantly influenced the success of community enterprises.

The prediction equation was: $Y = .780 + .834 (\text{Knowledge Management}) + .651 (\text{Organizational Culture}) + .341 (\text{Market Management}) + .309 (\text{Transformational Leadership})$

Table 2 Multiple Regression Analysis of Factors Affecting the Success of Community Enterprises in Pak Kret District ($R = .760$, $R^2 = .578$, Adjusted $R^2 = .570$, $F = 74.520$, $p < .001$)

Predictor Variable	B	SE	Beta	t	Sig.
Constant (a)	.780	.221	—	3.524	.001*
Knowledge Management	.834	.097	.794	8.576	.000*
Organizational Culture	.651	.099	.603	6.565	.000*
Market Management	.341	.074	.385	4.600	.000*
Transformational Leadership	.309	.099	.290	3.120	.002*

* Statistically significant at the .01 level

5.3. Findings for Research Objective 3: The Model of Successful Community Enterprises in Pak Kret District

By integrating the qualitative and quantitative findings and verifying their credibility through community forums, a model of successful community enterprises was developed in which knowledge management and organizational culture serve as the core driving forces, working in conjunction with proactive market management and the transformational leadership of group leaders. Together, these elements lead to measurable success across all four dimensions of the Balanced Scorecard—financial, customer, internal process, and learning and growth—as shown in Figure 1.

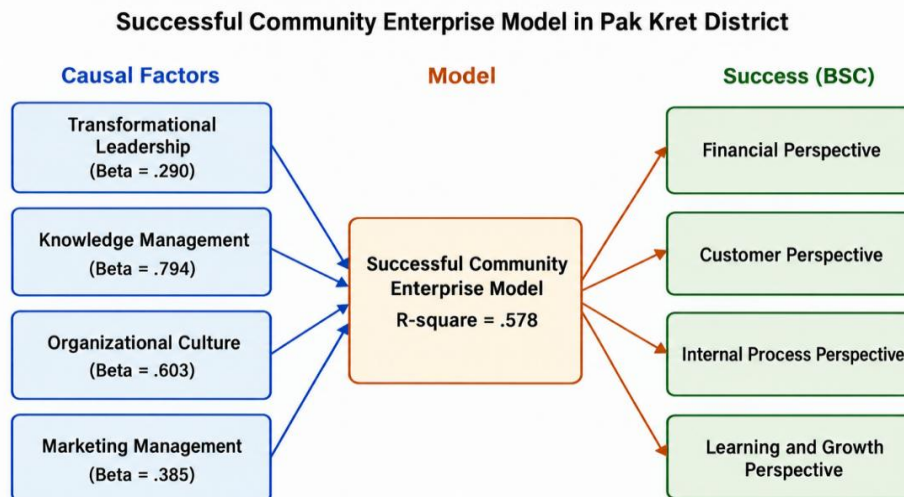


Figure 1 Successful community enterprise model in Pak Kret District

Source: Synthesized from the research findings

6. DISCUSSION

6.1. Success of Community Enterprises in Pak Kret District

The finding that the success of community enterprises in Pak Kret District was at the highest level across all dimensions is consistent with the Balanced Scorecard concept of Kaplan and Norton (1996), which states that the sustainable success of an organization requires a balance between financial outcomes and processes that build long-term capability. The finding that the learning and growth dimension had the highest mean is also consistent with the work of Maneenin (2024), who studied coconut-shell community enterprises in Yala Province and found that the transmission of local wisdom and the continuous development of members' skills form a foundation for sustainability that is more important than short-term profit. Conversely, the lowest mean for the internal process dimension reflects the limitation previously identified by Jintana and Puripanik (2020), who noted that many Thai community enterprises still lack standardized accounting and planning systems. This is therefore an issue that community enterprises in Pak Kret District should continue to develop, despite their distinctive cultural capital.

6.2. Factors Affecting the Success of Community Enterprises in Pak Kret District

The finding that knowledge management had the greatest influence on success is consistent with the learning-organization concept of Nonaka and Takeuchi (1995), who proposed that converting tacit knowledge into explicit knowledge is a key mechanism for competitive advantage, and with Ratten (2021), who found that knowledge management is a central factor linking entrepreneurs to innovation. The finding that organizational culture had the second-highest influence is likewise consistent with Schein's (2017) organizational culture framework, which emphasizes that shared values and internal cohesion form the basis of trust and operational effectiveness. Although the influence of transformational leadership in this study was the smallest in the equation, it remained statistically

significant, which is consistent with Bass and Riggio (2006), who noted that transformational leadership affects performance both directly and indirectly through other mediating variables such as organizational culture and knowledge management. This may explain why the weight of leadership's influence in this equation was smaller than that of the two systemic factors.

6.3. Successful Community Enterprise Model in Pak Kret District

The model derived from this study differs from community enterprise models in other areas of Thailand, which tend to place greater weight on leadership as the primary factor, as in the work of Kittinorarat and Acherayawathan (2024), who studied handicraft community enterprises in the central region. In contrast, the Pak Kret District model places the greatest weight on knowledge management and organizational culture as its core drivers. This may be explained by the area's distinctive context, in which cultural and wisdom capital—such as Mon woven textiles and pottery—serves as the initial capital base, one that requires a systematic knowledge management process to preserve and build upon this value in order to continuously respond to modern market demands.

7. NEW KNOWLEDGE FROM RESEARCH

The new body of knowledge generated by this research is the “KCML Model” of successful community enterprises in Pak Kret District, synthesized by integrating the qualitative and quantitative findings together with credibility verification through community forums. The model's name is derived from the initials of the four causal factors, ranked in descending order of influence as found in the regression analysis: Knowledge Management (Beta = .794), Culture, or organizational culture (Beta = .603), Market Management (Beta = .385), and Leadership, or transformational leadership (Beta = .290). In this model, knowledge management and organizational culture serve as the central driving forces, working together with proactive market management and transformational leadership as supporting factors, jointly leading to measurable success across all four dimensions of the Balanced Scorecard: financial, customer, internal process, and learning and growth, as shown in Figure 2.

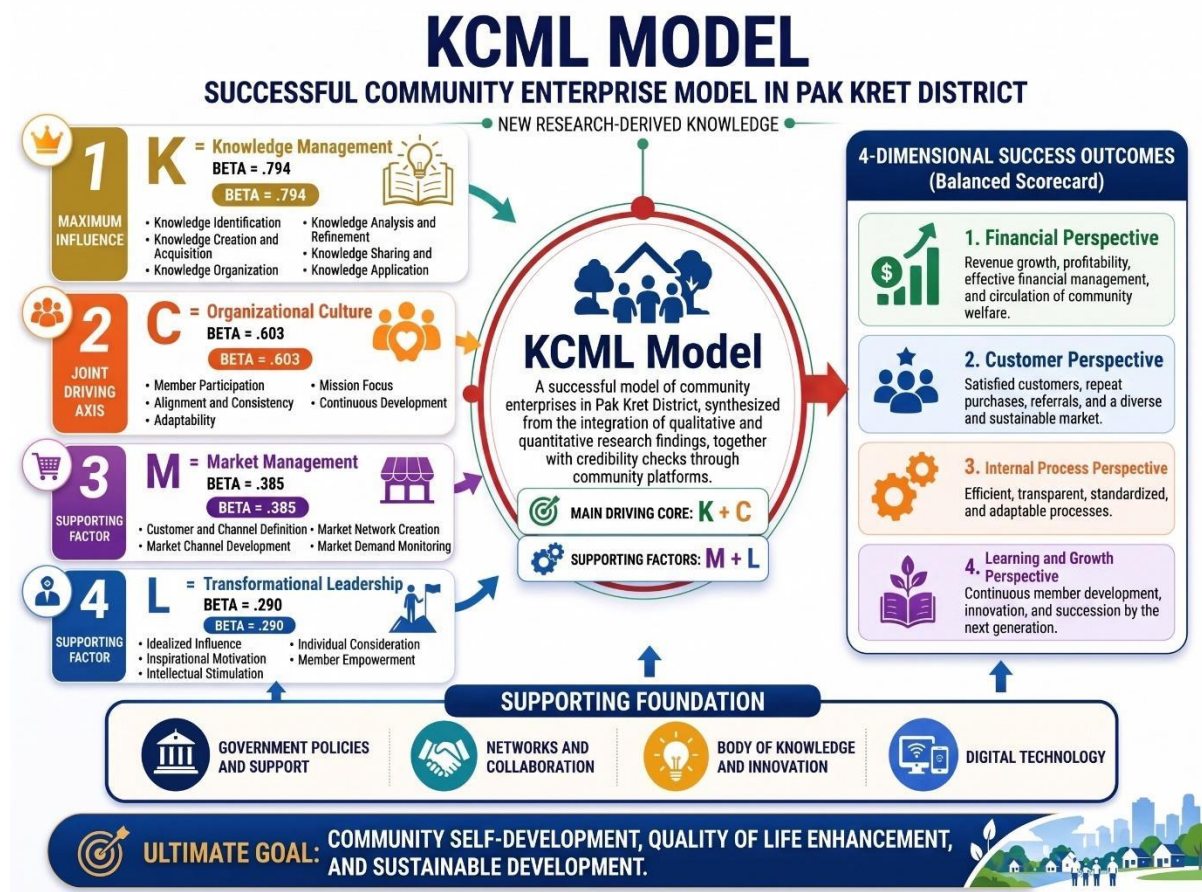


Figure 2 The KCML Model: A Model of Successful Community Enterprises in Pak Kret District

Source: Synthesized from the research findings

At the heart of this model are knowledge management and organizational culture, which function as the core driving forces due to their greatest influence on success, followed by proactive market management and transformational leadership, which serve as a supporting foundation for the system. In addition, the model reflects that collaborative networks, knowledge and innovation, digital technology, and government support constitute the essential infrastructure that enables the four factors to operate effectively and leads to the sustainability of community enterprises in areas with strong cultural capital and local wisdom, such as Pak Kret District.

The KCML Model can serve as a practical guideline for community enterprise promotion agencies in designing capacity-building programs, with priority given first to strengthening knowledge management and organizational culture systems, since these are the two factors with the greatest influence in the model, before further developing market management skills and transformational leadership in the subsequent stage—particularly in areas where cultural capital and local wisdom serve as the initial capital base, as is the case in Pak Kret District.

This finding differs from community enterprise models in other areas of Thailand, which typically regard leadership as the most important initial factor. The KCML Model therefore represents a new body of knowledge that reflects the distinctive characteristics of an area rich in cultural capital, and suggests that the priority ranking of success factors may vary according to the cultural context of each area. This model can thus serve as a practical prototype for other areas with similar contexts, as well as a theoretical proposition for future research to test how the priority ranking of these four factors changes according to the cultural capital characteristics of different areas.

8. CONCLUSIONS AND RECOMMENDATIONS

8.1. Conclusion

Community enterprises in Pak Kret District achieved success at the highest level across the financial, customer, internal process, and learning and growth dimensions ($M = 4.33$). Knowledge management, organizational culture, market management, and transformational leadership jointly predicted 57.80% of this success, leading to the development of the KCML Model, which is grounded in knowledge management and organizational culture as the core drivers of sustainable success for community enterprises in this area.

8.2. Policy Recommendations

1) The government should promote the development of leadership capacity among community enterprise leaders by organizing training programs on leadership, business management, and product innovation development.

2) Collaborative networks should be supported among community enterprises, educational institutions, and government and private sector agencies to enhance knowledge and production standards.

3) Marketing support systems should be developed, such as creating online platforms for OTOP products and community enterprise goods.

4) The use of cultural capital and local wisdom should be promoted as a foundation for developing the community's creative economy.

8.3. Practical Recommendations

1) Community enterprises should develop clearer and more systematic internal management systems.

2) Collaborative learning within groups should be promoted, such as organizing forums for exchanging experiences and transmitting local wisdom across generations.

3) Products should be modernized while preserving local identity.

4) Digital technology and social media should be used to expand marketing channels and build consumer awareness.

8.4. Recommendations for Future Research

1) Future research should examine community enterprise development models in other areas to compare success factors across different contexts.

2) Future research should examine the economic and social impacts of community enterprises on long-term community development.

3) Future research should examine the role of digital technology in developing the marketing capacity of community enterprises.

4) Future research should examine approaches to cultivating a new generation of entrepreneurs within community enterprises to support business succession in the future.

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