

DEVELOPMENT OF PRODUCT POTENTIAL FOR COMMUNITY ENTERPRISES TO ENHANCE COMPETITIVENESS AND GENERATE ECONOMIC IMPACT

Chumpon Rodjam¹, Panyada Chanthakit²,

Wutipong Janmuangthai³, Praiya Arsingsamanan⁴ and Chetsanee Butdam⁵

^{1,2,3}*College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand*

E-Mail: chumpon.ro@ssru.ac.th¹, panyada.ch@ssru.ac.th², wutipong.ja@ssru.ac.th³

⁴*Department of Older Persons, Ministry of Social Development and Human Security, Bangkok, Thailand*

E-Mail: praiya.a@dop.mail.go.th⁴

⁵*Faculty of Human Resource, Development Ramkhamhaeng University, Bangkok, Thailand*

E-Mail: chetsanee.c@rumail.ru.ac.th⁵

ABSTRACT

This study aims to develop the product potential of community enterprises to enhance their competitiveness and generate sustainable economic impact. It employs a mixed-methods approach, integrating both qualitative and quantitative methodologies across three core objectives: (1) to examine internal organizational environments, development needs, and participatory factors related to product potential and (2) to construct a strategic framework for product development. The research involved four target groups: community leaders, enterprise chairpersons and members, participants of training and development initiatives (n=30), and subject-matter experts (n=30), with a total sample size exceeding 200 individuals. Instruments included semi-structured interviews, causal relationship path analysis, satisfaction and prototype evaluation questionnaires, all of which demonstrated acceptable content validity (IOC 0.88-0.92) and internal consistency (Cronbach's Alpha 0.87-0.90). Findings reveal that while community enterprises exhibit strong adaptability and foundational awareness of product development, limitations persist in innovation adoption, value creation strategies, and access to broader markets. Quantitative results from structural equation modeling (SEM) confirm that product innovation is the strongest predictor of value addition ($\beta = 0.87$) and product development ($\beta = 0.76$), underscoring innovation as a key driver of competitiveness. The proposed development framework integrates product design, sustainable production practices, digital technology adoption, and open innovation principles. Pilot implementation of the model through the development of a localized cosmetic product—mushroom-based facial cream—demonstrated high consumer satisfaction, with evaluation scores averaging above 4.5 out of 5 across all key metrics including effectiveness, usability, and market readiness. The study concludes that systematic product development, anchored in innovation and contextual adaptability, is essential for transforming community enterprises into competitive and economically impactful ventures. The model developed herein serves as a transferable framework that can be customized for similar community-based enterprises seeking market expansion and sustainable growth.

Keywords: Product Development, Community Enterprises, Innovation, Competitiveness, Economic Impact, Structural Equation Modeling

INTRODUCTION

Community enterprises have emerged as critical agents of grassroots economic development in Thailand, particularly in rural and semi-rural areas. These enterprises often integrate local wisdom, natural resources, and community collaboration to create unique value-added products that reflect regional identity and heritage. In recent decades, the Thai government and development agencies have increasingly promoted community enterprises as mechanisms for inclusive economic growth, poverty alleviation, and sustainable rural transformation (Gligorijević & Rusić, 2020; Choi & Yu, 2022). However, despite strong sociocultural foundations, many of these enterprises face limitations in product innovation, marketing capability, and strategic competitiveness, which restrict their potential to thrive in broader commercial markets.

The contemporary economic landscape shaped by digital transformation, shifting consumer preferences, and global market integration demands more than traditional product development approaches. Community enterprises must now adapt to market-driven imperatives, including brand positioning, differentiation, and innovation-led value creation (Kalantari et al., 2024). Empirical studies highlight that innovation, when integrated with local context and sustainable practices, enhances competitiveness and commercial viability (Danish, 2020; Wang et al., 2024). Yet, community enterprises in Thailand often operate with fragmented structures, lack access to formal research and development (R&D) support, and remain dependent on local markets with limited growth potential (Niederreiter & Riccaboni, 2021). As a result, their ability to develop commercially competitive products that generate tangible economic impact remains constrained.

To address these challenges, there is a pressing need to design systematic, scalable frameworks that guide product development through innovation, stakeholder participation, and contextual adaptability. Such frameworks should not only focus on improving the intrinsic quality of products, but also encompass market-oriented strategies, brand communication, and sustainable production models. Moreover, successful transformation of community enterprises requires a deeper understanding of internal organizational dynamics, community readiness, and the external factors influencing market integration (Choi & Yu, 2022). These multidimensional considerations call for a research approach that combines empirical evidence with practical application, allowing community enterprises to transition from subsistence models to commercially viable ventures.

This study responds to these demands by developing a strategic framework aimed at enhancing the product potential of community enterprises in Thailand. The research integrates qualitative insights and quantitative analysis to identify critical factors that influence innovation adoption, value creation, and market competitiveness. The study also includes a pilot implementation phase to evaluate the practicality and impact of the proposed model. Through this approach, the research not only contributes to theoretical understanding but also offers actionable guidance for practitioners, policymakers, and enterprise leaders seeking to elevate the role of community enterprises in national economic development.

By focusing on product innovation, marketing strategies, and stakeholder engagement, the study bridges the gap between traditional enterprise practices and modern commercial requirements. The anticipated outcomes include improved product quality, increased consumer appeal, and enhanced competitiveness of rural enterprises. Ultimately, the research aims to generate scalable economic impact by empowering community enterprises to engage effectively in the commercial economy, both domestically and internationally.

OBJECTIVES

1. To investigate the internal organizational environment, development needs, and key factors influencing participatory processes in enhancing the product potential of community enterprises.
2. To design a strategic framework for developing product potential that integrates innovation, sustainability, and market responsiveness, aiming to improve competitiveness.

METHODOLOGY

Research Design

This study employed a mixed-methods research design to explore, develop, and evaluate strategies for enhancing the product potential of community enterprises, with a specific focus on improving competitiveness and generating measurable economic impact. The integration of qualitative and quantitative approaches ensured methodological rigor and allowed for triangulation of findings to increase the validity and depth of interpretation (Creswell & Plano Clark, 2018).

1) Phase One: Exploratory Qualitative Research. The initial phase involved in-depth interviews and focus group discussions with key stakeholders including community leaders, enterprise members, and local development officers. This phase aimed to identify internal challenges, community expectations, and contextual variables influencing product development. The qualitative data were analyzed using content analysis to extract themes relevant to innovation, market readiness, and local participation.

2) Phase Two: Quantitative Model Construction. Building on the qualitative findings, the second phase utilized a structured questionnaire to collect quantitative data from a broader population. The data were analyzed using descriptive statistics and Structural Equation Modeling (SEM) to validate latent constructs such as innovation capacity, sustainability, and value creation. This phase provided empirical support for the theoretical framework guiding the study (Kline, 2016).

Population and Sample

To ensure a comprehensive understanding of the factors influencing product development in community enterprises, this study adopted a multi-group sampling strategy based on relevance to the research objectives. The selection criteria emphasized both stakeholder diversity and contextual specificity, aiming to capture a wide range of perspectives necessary for developing a practical and scalable development framework.

1) Community Leaders and Enterprise Members. A purposive sampling technique was applied to identify 50 key informants, including community leaders, chairpersons of enterprises, and active members with decision-making roles. These participants provided insights into organizational structures, leadership capacity, and the practical constraints of product development at the community level.

2) Entrepreneurs. A stratified random sample of 140 enterprise operators from Bang Khonthi District, Samut Songkhram Province was selected to represent various product categories and operational scales. This group contributed to the quantitative phase of the study, particularly in measuring latent variables such as innovation capacity, sustainability practices, and market engagement (Yamane, 1967).

3) Training Participants and Innovation Trainees. An additional group of 30 individuals who had participated in government or university-led training programs related to community enterprise development was included to assess the impact of capacity-building interventions on innovation readiness and market adaptation.

4) Subject-Matter Experts. A panel of 30 experts in community-based product development, innovation, and rural entrepreneurship was selected for validating the conceptual framework and evaluating the relevance of research instruments. Their feedback provided a higher-order perspective on the feasibility, transferability, and sustainability of the proposed development strategies.

This multi-tiered sample structure ensured both empirical robustness and contextual depth in addressing the challenges and opportunities facing community enterprises.

Research Instruments

The research instruments used in this study were designed to effectively measure the variables related to the development of product potential in community enterprises, particularly in the context of enhancing competitiveness and generating sustainable economic impact. The instruments were developed and validated through expert consultation and empirical testing to ensure reliability and construct validity.

1) In-depth Interviews and Focus Group Discussions. Semi-structured interviews and focus groups were conducted with community leaders, enterprise members, and development officers to gain qualitative insights into current product challenges, innovation needs, and strategic gaps. These tools enabled the capture of nuanced contextual data that informed the subsequent stages of instrument design and model construction (Guest et al., 2006).

2) Structured Questionnaires. Three types of questionnaires were utilized: (a) a causal relationship analysis tool measuring latent variables such as innovation, value creation, and sustainable production; (b) a product satisfaction survey for assessing consumer perceptions of product quality, design, and usability; and (c) a prototype evaluation form for assessing feasibility, relevance, and market readiness. All questionnaires employed a 5-point Likert scale and were tested for content validity (IOC = 0.88–0.92) and internal consistency (Cronbach's Alpha = 0.87–0.90), confirming their statistical adequacy (Likert, 1932; Hair et al., 2017).

3) Expert Validation Tools. Specialized interview guides were developed for experts in product development and innovation to assess the appropriateness, completeness, and transferability of the proposed development framework. Data from these expert evaluations played a crucial role in refining both instrument design and strategic recommendations.

Data Analysis

The data analysis process in this study was designed to comprehensively examine the factors influencing the development of product potential in community enterprises, in alignment with the goal of enhancing competitiveness and generating economic impact. A mixed-methods design was employed to integrate both descriptive and inferential statistical techniques with qualitative insights, ensuring a robust and multidimensional interpretation of the data.

1) Descriptive Statistics. Descriptive analysis was conducted to summarize demographic data, organizational characteristics, and key response patterns from the survey participants. Measures of central tendency and dispersion, including means and standard deviations, were calculated to assess general trends in perceptions of innovation, product development, and sustainability practices (Hair et al., 2017). This provided foundational insights into the existing readiness and capacity of the community enterprises.

2) Inferential Statistics. Structural Equation Modeling (SEM) was applied to examine causal relationships among latent variables such as product development, innovation capacity, value creation, and sustainable practices. SEM was chosen for its capacity to test complex models and latent constructs simultaneously, allowing validation of the theoretical framework proposed in the study (Kline, 2016). Goodness-of-fit indices (e.g., CFI, RMSEA) were utilized to confirm model adequacy and refine structural relationships.

3) Qualitative Analysis. To supplement the statistical findings, qualitative data obtained from focus group discussions and expert interviews were analyzed using content analysis. Themes related to stakeholder participation, market challenges, and innovation constraints were identified and triangulated with quantitative findings. This combination of methods ensured greater credibility and contextual relevance of the study's conclusions (Creswell & Plano Clark, 2018).

RESULTS

1. Organizational Readiness and Participatory Factors in Product Potential Development

The study revealed that community enterprises possess a solid foundational structure in terms of organizational adaptability, leadership vision, and community cohesion. Key internal factors such as resource availability, leadership support, and collaborative culture were found to positively influence engagement in product development initiatives. However, gaps were identified in innovation-related competencies, digital marketing skills, and access to advanced production technologies. Stakeholder interviews and survey data further indicated a high level of awareness regarding the importance of sustainability and value addition, yet limited mechanisms were in place for translating these perceptions into actionable strategies.

1.1 Qualitative Insights from Community- Based Focus Group Discussions The qualitative phase of the study employed focus group discussions to explore local knowledge, experiences, and shared perspectives within community enterprises. Using content analysis techniques, key dimensions of participation emerged across three strategic areas: product development, sustainable production, and product innovation. Participants consistently emphasized the importance of community-driven branding, environmental stewardship, and leveraging local wisdom through innovation. These insights helped shape the foundation for a context-sensitive model that reflects both the capacity and aspirations of rural enterprises. Table 1 presents these dimensions in detail, highlighting their relevance in aligning internal practices with external market demands.

Table 1

Integrated Participation Components in the Development of Product Potential for Community Enterprises

Participation Dimension	Key Factors	Examples of Activities / Key Findings
Product Development	Marketing and Distribution Channels	• Utilization of online marketplaces (e.g., Shopee, Lazada, Facebook) • Use of social media for product promotion • Storytelling to communicate product identity • Branding through community names • Certification and product standards • Participation in trade fairs and exhibitions
Sustainable Production Practices	Resource and Environmental Management	• Use of renewable energy in production • Application of green technologies • Quality control systems • Adoption of circular economy principles (e.g., resource recovery, product life cycle design)
Product Innovation	Market Access and Brand Creation	• Diversification of distribution channels (online platforms, direct sales, trade shows) • Social media and content marketing strategies • Community-based branding • Narrative-driven product positioning

Participation Dimension	Key Factors	Examples of Activities / Key Findings
		• Product quality assurance and certification initiatives

The development of product potential in community enterprises requires not only technological or design-based interventions, but also active and systematic stakeholder participation. The findings summarized in Table 1 reveal how integrated participation plays a strategic role across three key dimensions: product development, sustainable production, and product innovation. Each dimension is supported by context-specific activities and localized strategies that contribute to enhancing competitiveness and generating long-term economic value.

In the area of product development, community members were actively involved in market-oriented practices, such as the use of digital sales platforms (e.g., Shopee, Lazada) and social media channels for promotion. These practices were complemented by storytelling techniques that connect product identity with cultural heritage, reinforcing brand authenticity. Branding strategies that leveraged community names and participation in product exhibitions contributed to raising visibility and fostering trust among consumers.

With regard to sustainable production practices, the focus shifted toward environmental responsibility and efficient resource management. Community enterprises were found to adopt renewable energy solutions, green technologies, and quality control systems. Importantly, principles of the circular economy—such as the reuse of materials and design for sustainability—were recognized and gradually integrated into local production processes, demonstrating environmental adaptability alongside economic goals.

In the third dimension, product innovation, the emphasis was placed on expanding market access and building brand equity. Strategic activities included the diversification of distribution channels, content marketing, and narrative-driven product positioning. The deliberate use of social media and community-based branding not only enhanced product differentiation but also strengthened local ownership of innovation processes. Certification and quality assurance were also seen as critical enablers for scaling up.

Overall, the integration of participatory mechanisms into the enterprise value chain plays a foundational role in aligning internal capabilities with external market demands. This reinforces the central thesis that sustainable competitiveness stems from bottom-up innovation coupled with inclusive stakeholder engagement.

1.2 Quantitative Data Analysis: Structural Equation Modeling (SEM) The structural equation modeling (SEM) analysis was employed to examine the causal relationships among key latent variables proposed in the conceptual framework for enhancing the product potential of community enterprises. Prior to analysis, statistical assumptions were assessed and confirmed. A sample size of 140 respondents was deemed appropriate for SEM procedures, and the data met normality assumptions, with skewness and kurtosis values for all indicators falling within acceptable thresholds (± 2), consistent with best practices in SEM analysis (Kline, 2016).

Figure 1

Structural Equation Model (SEM) Illustrating the Causal Relationships among Innovation, Product Value Addition, Development Capacity, and Resource Efficiency in Community Enterprises

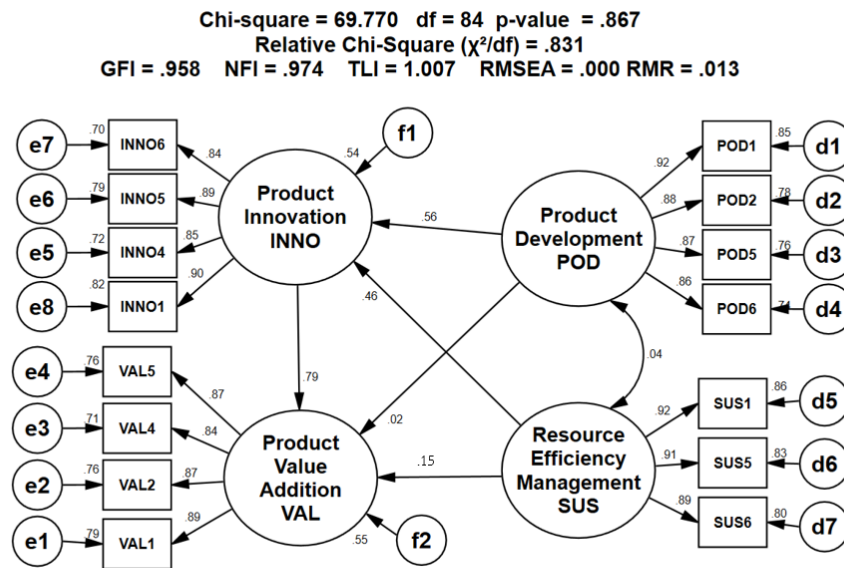


Figure 1 presents the validated structural model, which comprises four latent constructs: Product Innovation (INNO), Product Value Addition (VAL), Product Development (POD), and Resource Efficiency Management (SUS). The model demonstrates excellent fit with empirical data, as evidenced by the fit indices: Chi-square (χ^2) = 69.770, degrees of freedom (df) = 84, p-value = 0.867, relative χ^2/df = 0.831, GFI = 0.958, NFI = 0.974, TLI = 1.007, RMSEA = 0.000, and RMR = 0.013. These values confirm that the hypothesized relationships closely align with observed data. The strongest direct effect was observed between Product Innovation and Product Value Addition (β = 0.87), indicating that innovation plays a pivotal role in enhancing value creation within community-based enterprises. Additionally, Product Innovation significantly influenced Product Development (β = 0.56), underscoring its central role in driving capacity building and product quality. In contrast, the effect of Product Value Addition on Resource Efficiency Management was minimal (β = 0.15), suggesting that value creation activities have not yet translated into improved sustainability practices. This may reflect limited access to green technologies or gaps in operational knowledge at the enterprise level. Overall, the results validate the theoretical proposition that innovation-driven strategies are instrumental in advancing both the competitive edge and economic sustainability of community enterprises. The SEM confirms that fostering innovation not only boosts value creation but also strengthens product development capacities essential for market competitiveness and long-term impact.

2. Development of a Strategic Framework for Enhancing Product Potential Based on empirical data, literature review, and theoretical synthesis, a strategic framework was constructed comprising four integrated dimensions: (1) product innovation (This research selected a prototype product, namely Golden Oyster Mushroom Skin Cream, which is a prototype product of the community kiss enterprise from the Creative Mushroom Village Enterprise), (2) sustainable production practices, (3) value-added strategies, and (4) market expansion mechanisms. This framework emphasized the importance of aligning local wisdom with technological adaptation and open innovation. The process included context analysis, prototype design, resource optimization, and iterative feedback from stakeholders. The resulting framework served not only as a model for capacity building but also as a tool for mobilizing internal and external partnerships for long-term competitiveness.

Table 2

Summary of expert evaluation of the prototype product (Golden Oyster Mushroom Cream Community Product) : development Product Potential for Community Enterprises

Evaluation Criteria	Quantitative Assessment	Qualitative Expert Feedback
1. Accuracy of the Prototype (Correctness)	Mean = 4.66 (SD = 0.424) Rated between high and very high	The formulation and cream texture align well with principles of natural skincare. Experts confirmed the prototype's scientific validity and suggested adding examples of quality testing procedures to increase product credibility.
2. Appropriateness for Target Users (Suitability)	Mean = 4.54 (SD = 0.423) High level of agreement	Experts agreed with the suitability of the formula and packaging. They recommended adjusting the fragrance and texture to match local climate conditions and conducting real-use product trials.
3. Feasibility of Community-Based Production (Feasibility)	Mean = 4.40 (SD = 0.442) High feasibility reported	The prototype is considered highly feasible for community-level replication. Experts advised developing contingency plans for raw material sourcing and implementing internal quality control systems.
4. Practical Benefits of the Prototype (Usefulness)	Mean = 4.66 (SD = 0.410) Very high user benefit perception	Consistent with quantitative findings, experts noted that the cream effectively increases skin hydration and offers good perceived value. Long-term use monitoring and expansion to other skincare products were also recommended.

The expert evaluation of the prototype product developed under the research framework to enhance the product potential of community enterprises demonstrated consistently high levels of quality, feasibility, and applicability across four key assessment dimensions. The assessment incorporated both quantitative and qualitative measures to provide a holistic evaluation of the product's market readiness and developmental strength.

In terms of accuracy of the prototype, experts assigned a high-to-very-high mean score of 4.66 (SD = 0.424), affirming that the formula and cream texture aligned well with principles of natural skin care. Qualitative feedback supported this finding and further suggested the inclusion of documented quality testing procedures to enhance credibility and scientific rigor.

The appropriateness of the product received a mean score of 4.54 (SD = 0.423), indicating a strong fit with the needs and preferences of the target users. Experts emphasized the suitability of the formula and packaging but recommended minor adjustments to scent and texture to better align with the local climate. They also proposed real-world product trials to further validate usability.

Regarding feasibility, the mean score was 4.40 (SD = 0.442), indicating strong potential for community-level production and replication. Experts recognized that sourcing ingredients locally and managing production within the community was realistic, although they recommended developing backup plans for raw material procurement and implementing internal quality control measures.

Lastly, the practical benefits of the prototype were rated very highly, with a mean score of 4.66 (SD = 0.410). Experts noted that the product provided noticeable improvements in skin hydration and was perceived as delivering good value for quality. Recommendations included conducting long-term use evaluations and expanding the product line to include related skincare items.

Overall, the evaluation results support the validity of the prototype as a competitive, community-based innovation. The findings reinforce the research objective by demonstrating that a well-structured, locally rooted product development model can effectively strengthen the market capacity and economic impact of community enterprises.

DISCUSSION

1. Organizational Capacity and Participatory Dynamics in Innovation Development The analysis of internal organizational conditions, development needs, and participatory dynamics revealed that community enterprises possess a foundational readiness to engage in product development. This readiness is characterized by adaptability, community cohesion, and leadership commitment, particularly in recognizing the value of sustainability and innovation. However, the data also indicated structural weaknesses, including limited capacity for value creation, fragmented strategic planning, and insufficient access to innovation resources. These limitations are consistent with the challenges commonly faced by rural enterprises operating within informal or semi-formal economic systems in line with the concept of Choi & Yu, (2022) and Gligorijević & Rusić (2020). Quantitative findings, particularly from structural equation modeling, confirmed that product innovation significantly influences both product potential and value-added outcomes. The strong causal relationship between innovation and competitiveness reinforces the notion that innovation is not an optional enhancement, but rather a central driver of rural economic resilience in line with the concept of Kalantari et al. (2024). However, the moderate scores associated with innovation-related variables in this study suggest that awareness alone is insufficient; targeted investment in innovation capacity, such as training, access to technology, and design thinking, is necessary to bridge this implementation gap. Furthermore, the integration of stakeholder feedback through qualitative methods emphasized the importance of community involvement in shaping development trajectories. Participatory processes ranging from focus groups to prototype evaluation—enabled knowledge exchange and fostered ownership over innovation initiatives. This aligns with the view that community-based innovation is most effective when it draws upon both endogenous knowledge and external expertise in line with the concept of Danish (2020). Consequently, a key implication of this study is the need to establish support mechanisms that facilitate such hybrid innovation models, which combine local insight with structured development tools to elevate rural enterprises into the competitive commercial space.

2. Applicability and Adaptability of the Strategic Innovation Framework The development of a strategic framework for enhancing the product potential of community enterprises marks a significant contribution to both theoretical and practical discourse on rural innovation. The framework, grounded in empirical findings and refined through expert validation, integrates key dimensions product development, sustainability, innovation, and value creation into a cohesive model for enterprise advancement. This multidimensional structure reflects the growing recognition that successful community enterprises must evolve beyond production-centered models and adopt innovation as a systemic, strategic function in line with the concept of Kalantari et al. (2024) and Rodjam, C., Chanthakit, P., Chotianusorn, E., Janmuangthai, W., Woraphong S. and Czarnecki, D., (2024: 3096-3104). The process of framework design in this study was methodologically rigorous, combining qualitative insights with quantitative validation through structural equation modeling. This approach ensured that the resulting model is not only theoretically sound but also practically adaptable to community-specific contexts. The integration of stakeholder participation, local wisdom, and market-oriented thinking exemplifies in line with the concept of Danish (2020) describes as context-sensitive innovation where traditional knowledge systems are leveraged alongside formal R&D to maximize product-market fit. By emphasizing adaptability, the framework accommodates the diverse capabilities and constraints of rural enterprises, thus avoiding the pitfalls of one-size-fits-all solutions. Moreover, the participatory design approach enhanced community ownership of the framework, increasing the likelihood of its sustained use and impact. This aligns with in line with the concept of Choi and Yu (2022); Chumpon Rodjam,

Panyada Chantakit, Eakolarn Chotianusorn and Preecha Panoram. (2022: 160-168) and Tawatchai Suphuan. (2022: 1-11) who argue that community engagement in innovation processes leads to stronger commitment and long-term viability. The framework not only facilitates tangible improvements in product quality and branding but also serves as a decision-making tool for planning, resource allocation, and market expansion. As such, it offers a scalable and transferable model for rural development practitioners and policymakers seeking to enhance the competitiveness of grassroots enterprises while fostering inclusive economic growth.

Recommendations

1. Recommendations for Practical Application

1.1 The proposed framework should be adapted and pilot-tested in different communities based on their local resources, skills, and market conditions.

1.2 Multi-sectoral support networks involving government, private, and academic actors should be established to promote sustainable, inclusive innovation systems.

2. Recommendations for Future Research

2.1 Future studies should explore specific product categories such as health, herbal, and organic goods to develop targeted innovation strategies.

2.2 Localized tools for assessing enterprise capacity and product quality should be created to guide decision-making at the community level effectively.

ACKNOWLEDGEMENTS

I would like to express my sincere thanks to Suan Sunandha Rajabhat University for invaluable help throughout this research. We would also like to thank the data obtained from the samples used in the study and the experts in the evaluation of the quality of research tools and the evaluation of study results.

REFERENCES

- Choi, M., & Yu, C. (2022). Community-based enterprises and regional economic development: A comparative study. *Journal of Rural Studies*, 90, 145-156.
- Chumpon Rodjam, Panyada Chantakit, Eakolarn Chotianusorn and Preecha Panoram. (2022). Developing the Capacity of Community Enterprises to Enhance the Local Economy in Samut Songkhram Province. *Journals NeuroQuantology*. Volume 20, Issue 8. 160-168.
- Creswell, J. W., & Plano Clark, V. L. (2018). *Designing and conducting mixed methods research* (3rd ed.). SAGE Publications.
- Danish, S. (2020). The role of open innovation in sustainable product development: A case study of SMEs. *Journal of Cleaner Production*, 277, 123456.
- Gligorijević, J., & Rusić, D. (2020). Local economic development through traditional crafts and innovative approaches. *Economic Annals*, 65(227), 41-62.
- Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, 18(1), 59-82.

- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2017). *Multivariate data analysis* (8th ed.). England: Pearson Prentice.
- Kalantari, M., Akbari, K., & Makizadeh, M. (2024). Product innovation strategies and firm performance: The mediating role of market orientation. *European Journal of Innovation Management*, 27(1), 1-18.
- Kline, R. B. (2016). *Principles and practice of structural equation modeling* (4th ed.). The Guilford Press.
- Likert, R. (1932). A technique for the measurement of attitudes. *Archives of Psychology*, 22(140), 1-55.
- Niederreiter, R., & Riccaboni, M. (2021). The impact of digital transformation on rural entrepreneurship and value creation. *Technological Forecasting and Social Change*, 173, 121087.
- Rodjam, C., Chanthakit, P., Chotianusorn, E., Janmuangthai, W., Woraphong S., Czarnecki, D., (2024). Development of Community Enterprises to Enhance the Community Economy. *Journal of Electical Systems*, 20-10s, 3096-3104.
- Tawatchai Suphuan. (2022). Financial Transaction Management Model for Purchasing at Taling Chan Floating Market. *Sripatum Chonburi Academic Journal*, 18 (3), 1-11.
- Wang, H., Zhang, L., Liu, Y., & Chen, S. (2024). The influence of green innovation on enterprise competitiveness in the context of sustainable development. *Journal of Cleaner Production*, 440, 140669.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.