

INNOVATIVE MARKETING AND PRODUCT DEVELOPMENT FOR ENHANCING COMMUNITY ENTERPRISE COMPETITIVENESS

Panyada Chanthakit¹, Chumpon Rodjam², Cholpassorn Sitthiwarongchai³,

Eakolarn Chotianusorn⁴ and Panadda Pintong⁵

^{1,2,3,4}College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand

*E-Mail: panyada.ch@ssru.ac.th¹, chumpon.ro@ssru.ac.th², cholpassorn.si@ssru.ac.th³,
eakolarn.ch@ssru.ac.th⁴*

⁵Central Department Store Co., Ltd., Bangkok, Thailand

E-Mail: pinpanadda@central.co.th⁵

ABSTRACT

This research aimed to develop innovative marketing and product strategies for agricultural community enterprises to enhance their competitiveness in the commercial market. The objectives were to: 1) analyze internal organizational environments, stakeholder needs, and the components of integrated participation in innovation development and 2) design a practical innovation framework for marketing and product development tailored to local community contexts.

The study involved 250 participants, including community leaders, agricultural entrepreneurs, trainees, and experts. Mixed methods were employed, combining qualitative and quantitative data collection through interviews, questionnaires, and evaluation forms. Instrument validation showed strong reliability and content validity (IOC = 0.85-0.92, Cronbach's Alpha = 0.87-0.90, KR-20 = 0.82).

Key findings revealed that: 1) while community enterprises demonstrate readiness to engage in innovation, they still lack structured strategies for value creation; 2) the developed framework was validated by experts as comprehensive, adaptable, and contextually relevant; and 3) its implementation led to significant improvements in participant knowledge, skills, and satisfaction. These results confirm that innovation-driven marketing and product development can sustainably enhance the competitiveness of Thai community enterprises in the modern commercial landscape.

Keywords: community enterprise, innovative marketing, product development, commercial competitiveness, agricultural innovation

INTRODUCTION

In the evolving landscape of local economic development, community enterprises have become key drivers of grassroots innovation and inclusive growth, particularly within agricultural sectors. These enterprises not only contribute to income distribution and local employment but also preserve indigenous knowledge and foster self-reliance. Despite their potential, many community enterprises continue to face challenges in achieving sustainable competitiveness in commercial markets, primarily due to limited innovation capacity and a lack of systematic marketing strategies (Rattanaphon, 2020). The shift in consumer behavior toward convenience, credibility, and sustainability further pressures these enterprises

to adapt through innovation-driven approaches, particularly in marketing and product development (Thanaporn, 2022).

Agricultural community enterprises in rural Thailand, such as those in Bang Khonthi District of Samut Songkhram Province, possess unique cultural and ecological resources. However, their reliance on traditional distribution channels and outdated marketing models has restricted their market reach and ability to add value to their products (Kritsada, 2021). To transition from subsistence-based operations to competitive commercial players, these enterprises must embrace innovation not merely as a technological tool but as a strategic process embedded within product design, branding, and market positioning (Choi & Yu, 2022; Wang, Zhang, & Li, 2024).

Recent literature emphasizes the integration of digital marketing, customer experience strategies, and sustainable packaging as essential elements for enhancing product attractiveness and market differentiation (Niederreiter & Riccaboni, 2021). In this context, innovation becomes a multidimensional construct spanning organizational learning, value co-creation, and adaptive marketing. Moreover, the role of stakeholder engagement and inter-organizational collaboration has been highlighted as a critical factor in enabling community enterprises to access knowledge, capital, and technological support (Dugoua & Dumas, 2021; Siriporn, 2022). These insights point to the need for a more structured and contextualized approach to innovation development that aligns with local realities.

This study is therefore situated at the intersection of innovation theory and community enterprise development, aiming to explore and enhance how innovative marketing and product development can serve as levers for increasing the commercial competitiveness of agricultural community enterprises. By employing a mixed-methods approach, the research seeks to create a practical innovation framework grounded in empirical data and responsive to both local challenges and global market trends. Through the design, implementation, and evaluation of a pilot model, this study intends to generate actionable insights that not only contribute to academic discourse but also offer scalable solutions for community-based economic resilience.

OBJECTIVES

1. To investigate the internal organizational environment, stakeholder needs, and the elements of integrated participation that influence the development of innovative marketing and product strategies within community enterprises.
2. To design a context-specific innovation framework for marketing and product development that aligns with the needs and capacities of agricultural community enterprises and can be practically implemented.

METHODOLOGY

1. Target Population and Sampling

This research employed a purposive sampling method to identify a diverse group of stakeholders that reflect the multidimensional nature of agricultural community enterprises in Bang Khonthi District, Samut Songkhram Province. The sample was stratified into four distinct groups. The first group consisted of 50 individuals including community leaders, enterprise presidents, active members, and key local influencers. This group was chosen to represent the structural and collaborative dynamics within the local enterprise ecosystem. The second group included 140 agricultural community

enterprise operators who actively engage in production, marketing, and micro-level management. This group provided in-depth data on operational capacity, business challenges, and developmental opportunities. (Yamane, 1967).

The third group involved 30 individuals participating in capacity-building training programs. Their inclusion allowed for evaluation of learning outcomes and the practical applicability of the innovation strategies introduced. Lastly, the fourth group comprised 30 experts from government agencies, academia, and strategic consultants. Their perspectives helped validate the strategic alignment and scalability of the innovation model. The deliberate composition of these sample groups ensured a rich dataset suitable for deep qualitative and quantitative analysis (Patton, 2015; Guest, Bunce, & Johnson, 2006; Porsiri, 2020).

2. Research Instruments

The study employed six primary instruments designed to capture both qualitative and quantitative dimensions of the research problem. First, in-depth interviews and focus group discussions were conducted with community leaders and members using a semi-structured interview guide. The instrument demonstrated strong content validity (IOC = 0.89) and was triangulated for reliability. Second, a structured questionnaire was developed to examine causal relationships among key variables using a 5-point Likert scale. The instrument achieved an IOC of 0.92 and a Cronbach's alpha coefficient of 0.87, indicating high reliability.

Third, a pre- and post-training test was utilized to measure knowledge acquisition among training participants, with an IOC of 0.85 and a KR-20 reliability coefficient of 0.82. Fourth, a satisfaction survey evaluated participant perceptions toward content, methodology, and trainers. This instrument yielded an IOC of 0.88 and reliability of 0.90. Fifth, an expert evaluation form was used to assess the appropriateness and usefulness of the developed innovation model, with an IOC of 0.91 and reliability of 0.89. Lastly, a semi-structured expert interview protocol was deployed to gather additional qualitative insights, supported by triangulation methods for validation.

3. Data Collection Procedures

The study adopted a mixed-methods approach to ensure a comprehensive and multi-perspective understanding of the research objectives. Qualitative data were collected through in-depth interviews and focus groups with community stakeholders and experts. The use of semi-structured interview guides allowed for flexibility while ensuring alignment with research themes. Data were validated through source triangulation to ensure credibility.

Quantitative data were collected through three structured questionnaires: (1) a causal path analysis instrument; (2) pre- and post-training knowledge assessments; and (3) a satisfaction evaluation form. All instruments underwent quality testing, including content validity using IOC and internal consistency using Cronbach's alpha and KR-20. Additionally, the pilot innovation model was evaluated using both an expert review questionnaire and in-depth expert interviews to enhance interpretation and contextual fit. Ethical standards were upheld throughout the data collection process to ensure participant safety, voluntary consent, and academic integrity.

4. Data Analysis

The data were analyzed using three complementary techniques. First, descriptive statistical analysis was applied to summarize demographic data and general characteristics of the sample. This

included frequency distributions, means, and standard deviations, which served to contextualize participant backgrounds and behavioral profiles (Boonchom, 2017; Porsiri, 2020).

Second, inferential statistics were used to test research hypotheses and analyze relationships among variables. Structural Equation Modeling (SEM) was employed to examine both latent and observed variables, offering a robust method for testing model fit and causal pathways. Additionally, the quality of measurement instruments was confirmed through content validity indices and reliability coefficients (Hair, Black, Babin, & Anderson, 2017). A paired sample t-test was conducted to compare pre- and post-training scores, aiming to assess the effectiveness of the innovation framework in improving marketing and distribution capabilities (Patton, 2015; Guest et al., 2006).

Third, qualitative data were analyzed using thematic content analysis. The method emphasized thematic coding, interpretation, and categorization of key ideas and patterns. This technique was especially useful for synthesizing rich narrative data obtained through interviews and discussions. It complemented the quantitative findings by offering nuanced insights into community readiness, innovation acceptance, and local adaptation strategies.

RESULTS

1. Findings on Organizational Environment, Development Needs, and Integrated Participation (Objective 1) The first phase of the research involved a comprehensive investigation into the internal and external environment of agricultural community enterprises, focusing on their current capabilities, developmental needs, and mechanisms of participatory engagement. This phase was conducted in three sub-components: qualitative data gathered from focus group discussions, quantitative data collected through structured questionnaires, and a comparative analysis integrating both data sets to inform the design of an innovation capacity development model.

1.1 Qualitative Insights from Focus Group Discussions The focus group data were analyzed using content analysis techniques, emphasizing key terms, recurring themes, and participant perspectives. The analysis revealed three central dimensions of integrated participation: product development, sustainable production, and product innovation. Table 1 presents these dimensions alongside core factors and illustrative practices.

Table 1

Dimensions of Integrated Participation in Community-Based Innovation

Participation Dimension	Key Factors:	Illustrative Practices and Examples
Product Development	Marketing and Distribution Channels	- Utilizing online marketplaces (Shopee, Lazada, Facebook) - Promoting via social media - Storytelling in branding - Using community name as brand

Participation Dimension	Key Factors:	Illustrative Practices and Examples
		• Quality certification • Participating in trade fairs
Sustainable Production	Resource and Environmental	• Using renewable energy • Implementing green technology • Maintaining quality control • Applying circular economy principles • Designing life-cycle-based products
Product Innovation	Market Access and Branding	• Expanding distribution channels (online, direct, exhibitions) • Using content marketing and social media • Building brands based on local identity • Creating product narratives • Ensuring product quality certification

The analysis indicates that community enterprises have developed systematic approaches to product development and market access. These include the strategic use of digital platforms, such as online marketplaces and social media, to increase product visibility and outreach. Branding initiatives anchored in local identity and storytelling have further enhanced product differentiation and consumer engagement.

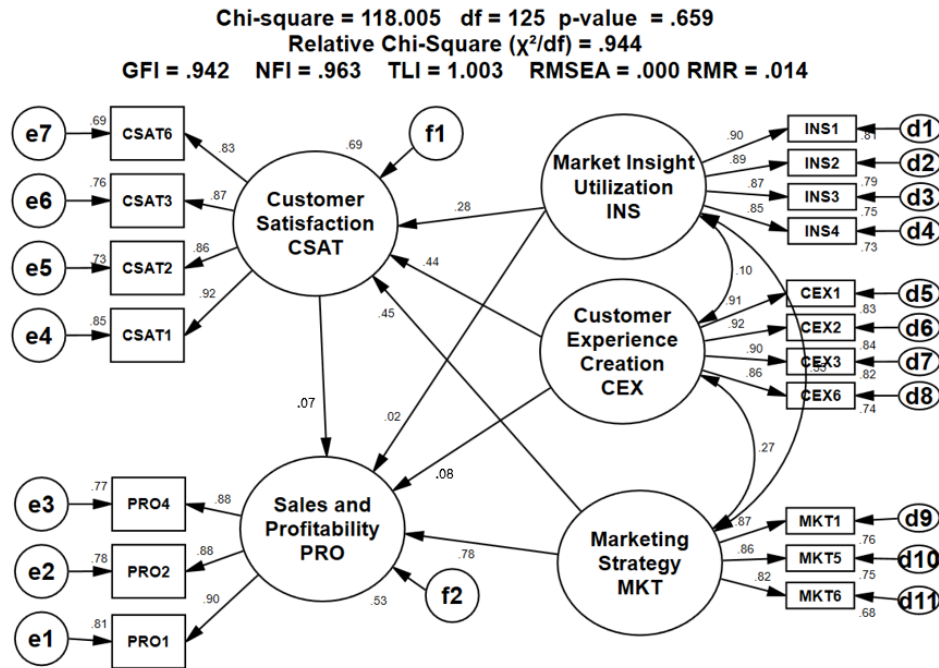
Additionally, the findings highlight a strong emphasis on sustainable production practices. Community enterprises have adopted environmentally conscious methods, including renewable energy, green technologies, and circular economy principles. These efforts reflect both an awareness of environmental responsibility and a strategic orientation toward long-term competitiveness.

Furthermore, product innovation is increasingly recognized as a critical factor in market expansion. Enterprises are employing creative marketing techniques and brand development strategies that align with emerging consumer preferences and industry trends. Collectively, these efforts demonstrate the adaptive capacity of community enterprises and their potential to compete in the commercial market sustainably and effectively.

1.2 Quantitative Data Analysis: Structural Equation Modeling (SEM) The structural equation modeling (SEM) analysis was conducted to evaluate the causal relationships among key variables in the proposed innovation framework for enhancing community enterprise competitiveness. Prior to analysis, data assumptions were thoroughly tested. The sample size of 140 respondents was deemed sufficient for SEM, and preliminary tests confirmed that data distribution met the assumptions of normality, with skewness and kurtosis values for all observed variables falling within the acceptable range of ± 2 .

Figure 1

Structural Equation Model (SEM) illustrating the causal relationships among marketing strategy, customer experience, customer satisfaction, market insights, and profitability of community enterprises



The model fit indices indicated that the proposed model achieved an excellent level of goodness-of-fit with the empirical data. The model yielded the following fit statistics: $\chi^2 = 118.005$, degrees of freedom (df) = 125, p-value = 0.659, Root Mean Square Error of Approximation (RMSEA) = 0.000, and Tucker-Lewis Index (TLI) = 1.003. These values demonstrate a high degree of alignment between the hypothesized structural relationships and the observed data.

The analysis revealed that marketing strategies (MKT) had the strongest direct influence on profitability (PRO), with a standardized path coefficient of 0.53. This underscores the critical role of strategic marketing in driving financial outcomes for community enterprises. The next most significant factors were customer satisfaction (CSAT) and customer experience (CEX), both with coefficients of 0.44, suggesting that improving user engagement and perceived service quality contributes meaningfully to financial performance.

In contrast, insight-driven marketing data (INS) had a minimal impact on profitability (coefficient = 0.02), indicating that the use of in-depth market intelligence has not yet translated into measurable financial results within this context. This may reflect limitations in data literacy or implementation mechanisms among community enterprises, and points to an area of potential development.

Overall, the SEM model supports the premise that innovation-driven marketing particularly in terms of strategic planning and experiential engagement plays a pivotal role in strengthening the commercial capacity of agricultural community enterprises. These findings validate the focus on

marketing innovation as a cornerstone of sustainable enterprise competitiveness in emerging rural economies.

2. Evaluation of the Prototype Development Approach (Objective 2)

The second phase of this study focused on validating the applicability and contextual relevance of the proposed innovation framework through the development and assessment of a prototype product. The selected case was a skincare cream formulated from three types of mushrooms (Origin of selected products from the Creative Mushroom Community Enterprise Bang Bang District, Samut Songkhram Province), designed in alignment with local agricultural resources and community knowledge systems. The objective was to ensure that the prototype reflects not only technical feasibility but also market alignment and potential for commercial scalability.

Expert evaluations confirmed that the developed model was both adaptable and practical across diverse community settings. The prototype was assessed using both quantitative scoring and qualitative feedback, covering four core criteria: correctness, appropriateness, feasibility, and usefulness. Table 2 presents a synthesis of these assessments.

Table 2

Expert Evaluation Summary of the Prototype Product: "Skincare Cream from Three Mushroom Species"

Evaluation Criterion	Quantitative Assessment (Mean $\pm$ SD)	Qualitative Feedback
1. Correctness	4.66 $\pm$ 0.424 (Very High)	The formula and cream texture align well with natural skincare principles. Experts noted the product is technically sound and recommended providing examples of quality testing to reinforce credibility.
2. Appropriateness	4.54 $\pm$ 0.423 (High)	The product is deemed suitable for the target users' skin type and usage needs. Suggestions included adjusting scent and texture to suit the local climate and conducting real-use testing with target consumers.
3. Feasibility	4.40 $\pm$ 0.442 (High)	The prototype can be reproduced and sourced locally. Experts advised preparing a backup raw material plan and establishing internal quality control within the production group.
4. Usefulness	4.66 $\pm$ 0.410 (Very High)	The product enhances skin hydration and offers value for quality. Experts encouraged long-term use monitoring and extending the product line to related skincare items.

The expert panel's assessment indicated strong approval across all dimensions, with the highest mean scores in the areas of correctness and usefulness (4.66). This highlights the prototype's scientific

soundness and consumer relevance. The remaining dimensions—appropriateness and feasibility—also received high average scores (4.54 and 4.40 respectively), reflecting the product's practical potential in local markets.

Qualitative feedback further supported the quantitative ratings and offered recommendations for improvement. These included aligning the product's sensory features with the environmental context and preparing for sustainable raw material management. Additionally, experts emphasized the importance of tracking user satisfaction over time and developing a broader product line to strengthen market competitiveness.

The results affirm that the prototype skincare product, developed through the community-driven innovation framework, demonstrates both credibility and commercial viability. This suggests that the innovation pathway employed in this study is not only academically robust but also applicable for real-world implementation, contributing to the sustainable enhancement of competitiveness among agricultural community enterprises.

DISCUSSION

1. Organizational Readiness and the Role of Integrated Participation The findings reveal that agricultural community enterprises in Bang Khonthi District possess a considerable degree of awareness regarding the importance of product development and market responsiveness. Many enterprises have demonstrated the ability to adapt by leveraging internal organizational resources, including personnel, basic technology, and internal management systems. These attributes function as foundational mechanisms in building competitiveness. However, the research also identified significant limitations in systematically applying innovation and in creating value-added products that directly align with evolving market demands. This observation emphasizes the need for targeted skill development, organizational knowledge management, and the cultivation of a learning-oriented culture that facilitates sustained innovation.

These insights are consistent with the Resource-Based View (RBV), which posits that internal capabilities and resource control play a pivotal role in creating sustainable competitive advantage in line with the concept of Chittisuwan (2021). RBV suggests that strategic value arises from leveraging inimitable internal assets such as innovation capability, tacit knowledge, and adaptive organizational culture in line with the concept of Beamish & Chakravarty (2021). Furthermore, in line with the concept of Dugoua and Dumas (2021) emphasize that small enterprises operating in volatile environments must integrate technological applications with human resource development and institutional learning to remain competitive.

2. Innovation Framework Grounded in Community-Based Insights The development of the innovation framework in this study was based on empirical data gathered through a mixed-methods approach, blending community insights with expert validation. This framework integrates core marketing principles, innovation strategies, and community-specific product design. Importantly, the model encourages optimal utilization of local resources while establishing strategic links with external stakeholders such as academic institutions, government agencies, and the private sector. Such connections are essential in constructing a localized innovation ecosystem capable of supporting long-term product development and commercialization.

The applicability of this model across various community contexts, particularly in the domain of agricultural value-added products, demonstrates its scalability. This supports prior studies in line with

the concept of Sutticharoen and Phuwanat (2022) and Chumpon Rodjam, Panyada Chantakit, Eakolarn Chotianusorn and Preecha Panoram. (2022: 160-168), which stress the need for innovation across the entire value chain from design and production to branding and distribution. Similarly, in line with the concept of Wang, Zhang, and Li (2024), along in line with the concept of Choi and Yu (2022); Rodjam, C., Chanthakit, P., Chotianusorn, E., Janmuangthai, W., Woraphong S. and Czarnecki, D. (2024: 3096-3104) and Tawatchai Suphuan. (2022: 1-11) underscore that successful commercialization requires comprehensive strategies encompassing product positioning, appropriate distribution channels, and collaborative strategic partnerships. Thus, the proposed framework serves as a practical prototype for strengthening the innovation capacity of rural enterprises facing complex market conditions.

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

- Beamish, P. W., & Chakravarty, A. (2021). Resource-based view and global strategy: A synthesis and future research agenda. *Journal of International Business Studies*, 52(3), 489-507.
- Boonchom, S. (2017). *Basic Research Methods*. Bangkok: Suweeriyasarn.
- Chittisuwan, K. (2021). Applying the resource-based view in community enterprise strategy. *Journal of Community Development Research*, 15(2), 88-104.
- Choi, Y., & Yu, J. (2022). New product development and firm value in export-driven sectors: Evidence from East Asia. *Asia Pacific Journal of Innovation and Entrepreneurship*, 16(1), 14-31.

- 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.
- Dugoua, E., & Dumas, M. (2021). Innovation for sustainability in small enterprises: A systematic review and research agenda. *Journal of Cleaner Production*, 288, 125–149.
- 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*. (7th ed.). Pearson Education.
- Kritsada, K. (2021). Enhancing community enterprise competitiveness through market-oriented innovation. *Journal of Community Development Research*, 13(2), 102–118.
- Niederreiter, R., & Riccaboni, M. (2021). Digital transformation in rural entrepreneurship: Pathways to value creation. *Technological Forecasting and Social Change*, 173, 121–142.
- Patton, M. Q. (2015). *Qualitative research and evaluation methods*. (4th ed.). Thousand Oaks, CA: Sage Publications.
- Porsiri, B. (2020). *Social Research: Concepts, Processes, and Applications*. Bangkok: Chulalongkorn University Press.
- Rattanaphon, S. (2020). Strategic limitations of Thai community enterprises in accessing commercial markets. *Journal of Business Administration*, 11(4), 25–39.
- 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.
- Siriporn, P. (2022). Integrated marketing channels and innovation capacity in agricultural enterprises. *Modern Marketing Journal*, 8(1), 59–73.
- Sutticharoen, N., & Phuwanat, J. (2022). *Marketing innovation and packaging strategies for digital-era community enterprises*. Suan Sunandha Rajabhat University Press.
- Tawatchai Suphuan. (2022). Financial Transaction Management Model for Purchasing at Taling Chan Floating Market. *Sripatum Chonburi Academic Journal*, 18 (3), 1-11.
- Thanaporn, W. (2022). Consumer behavior and marketing adaptation in Thai rural products. *Local Development Review*, 7(1), 45–58.
- Wang, H., Zhang, Y., & Li, X. (2024). Strategic marketing innovation for competitive advantage in community enterprises. *International Journal of Entrepreneurial Behavior & Research*, 30(2), 189–205.
- Yamane, T. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.