An Analysis of Production Potential, Marketing, and Farmer Networks for Value Creation in Organic Vegetable Community Enterprises in Chiang Mai Province

Bo Huang[1*], Pawinee Areesrisom[2], Weena Nilawonk [3], and Snit Sitti[4]

[1-4]Resources Management and Development, Faculty of Agricultural Production, Maejo University, Chiangmai Province, Thailand.

*Corresponding Author; e-mail : mju6501535004@mju.ac.th

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Abstract

This research aims to analyze the production potential, marketing strategies, and farmer networks to create added value for community enterprises growing organic vegetables in Chiang Mai Province. The study employed a quantitative research methodology, collecting data from 357 farmers through questionnaires, including executives, government officials, local leaders, the private sector, and local residents. Quantitative data were analyzed using statistical methods such as mean, standard deviation, and multiple regression analysis.

The results of the study indicate that: 1) Production Potential: The overall production capacity of the community enterprise groups is rated at a high level. The groups demonstrated particular strengths in infrastructure management and the application of academic techniques and technologies, indicating readiness for efficient production system development. However, the farmers' knowledge and understanding of organic farming remain moderate, suggesting a need for further training to support consistent quality standards. 2) Marketing Potential: Marketing capacity is also at a high level, with financial and marketing management showing notable strengths. These areas reflect the groups' preparedness in budget management and strategic planning. Conversely, logistics management remains moderate, highlighting a need to improve product distribution systems. 3) Network Potential: The potential of the farmer network is high overall, especially

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in network management and support from government organizations. The cultivation of organizational culture is also strong, reinforcing internal unity. However, support from the private sector is moderate, revealing an opportunity to strengthen collaboration with businesses for long-term sustainability. The results suggest that while the community enterprises have high readiness in production, marketing, and networking, targeted capacity-building particularly in farmer education, logistics, and private-sector engagement could further enhance value creation and competitiveness in the organic vegetable sector.

Keywords : Community Enterprises, Value Addition, Organic Vegetable Farmers

Introduction

Currently, the trend of consuming health-conscious food has gained significant popularity, resulting in an increased demand for organic vegetable products both domestically and internationally. Chiang Mai Province is recognized as one of the areas with high potential for organic vegetable production due to its favorable climate and the large number of farmers transitioning to organic farming to meet market demand (Apichart Jai-Aree, 2021). However, community enterprise groups of organic vegetable growers in Chiang Mai still face several challenges, including inefficient production processes, limited market access, high production costs, and the lack of a strong collaborative network. These issues have hindered farmers from fully adding value to their products.

The key factors that affect the competitiveness of organic vegetable farming groups include production capacity, which relates to soil quality, water systems, and pest management without the use of chemicals. Although some farmer groups have developed standardized production processes, there are still limitations in knowledge, technology, and support from both the government and the private sector. Marketing potential is another important factor. Currently, the organic vegetable market remains limited, with sales channels concentrated among high-income consumers, which prevents some community enterprises from accessing the market broadly. Additionally, farmers' dependence on intermediaries results in their inability to set fair and sustainable prices. Another factor that affects the ability to create added value for community enterprises is the farmer network, which plays a vital role in supporting knowledge exchange, collective efforts to reduce costs, and product development aligned with market demands. However, the farmer network in

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Chiang Mai currently lacks unity, a strong management structure, and mechanisms for coordinating cooperation with relevant organizations.

This study aims to analyze the production, marketing, and network potential of community-based organic vegetable farming groups in Chiang Mai province, in order to develop strategies that enhance their competitiveness and increase opportunities for adding value to organic vegetable products. The research outcomes will help farmers adapt to the changing market conditions and improve the effectiveness of their collaborative networks, ultimately leading to the growth of community enterprises and the sustainable development of the local economy.

Research Objectives

To study and analyze the production potential, marketing, and farmer networks to create added value for community enterprises of organic vegetable farmers in Chiang Mai Province

Literature Review

The review of related literature and research relevant to value creation by farmers in organic vegetable community enterprises can be categorized into three main themes: (1) the concept of community enterprises and organic agriculture, (2) approaches to value addition in the agricultural sector, and (3) success factors of community enterprises in the context of sustainable development.

1. Concepts of Community Enterprises and Organic Agriculture, Community enterprises refer to collective economic activities undertaken by local people within their communities, utilizing local resources and indigenous knowledge with the aim of generating income, fostering self-reliance, and enhancing community resilience (Costanza Torri, M.,2010). In the agricultural context, community enterprises often involve groups of farmers collaborating in production, processing, and marketing agricultural goods to improve their bargaining power and share resources efficiently. Organic agriculture is a production system that maintains the health of soils, ecosystems, and people. It relies on ecological processes, biodiversity, and cycles adapted to local conditions, rather than the use of inputs with adverse effects (Pretty, J. 2008). For community-based groups, organic farming not only

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ensures food safety and environmental sustainability but also contributes to market differentiation and added value due to the growing demand for health-conscious products among consumers. Studies by Vorley, B., Lundy, M., & MacGregor, J. (2009). have shown that organic farming initiatives, when organized through community enterprise models, tend to perform better in terms of sustainability and income distribution. These groups often integrate traditional farming practices with modern organic standards to meet both domestic and export requirements.

2. Approaches to Value Addition in Agriculture, Value addition in agriculture refers to the process of enhancing the value of agricultural products through various means such as processing, branding, packaging, certification, and market diversification. According to Porter's Navarro-del Aguila, I., & de Burgos-Jiménez, J. (2022). value is created not only in the production process but throughout the supply chain—from input procurement, production, and processing, to marketing and after-sales services. For organic vegetable community enterprises, value can be added through certification (e.g., Organic Thailand, IFOAM, or GAP standards), product differentiation (such as unique local varieties), eco-friendly packaging, and storytelling that highlights the cultural and environmental values of the community. Research by Coelho, P. S., Rita, P., & Santos, Z. R. (2018) found that branding and community identity play critical roles in building consumer trust and loyalty, which are essential for penetrating niche and premium markets. Additionally, smallholder farmers can benefit from value chains that connect them directly with consumers via farmers' markets, community-supported agriculture (CSA) models, or digital platforms. These direct-to-consumer channels help reduce dependency on middlemen and increase the proportion of income that returns to the producers.

3. Success Factors of Community Enterprises for Sustainable Development, The success of community enterprises in generating sustainable value addition depends on multiple interrelated factors, including leadership, participation, knowledge management, and institutional support. Alsaedi, F. (2022) emphasized the importance of participatory leadership and collective decision-making as critical to maintaining group cohesion and adaptability in the face of market and environmental changes. Capacity building and ongoing knowledge transfer are also vital. Farmers who engage in regular training on organic techniques, market trends, and business planning tend to manage their enterprises more

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effectively. Moreover, collaboration with external stakeholders such as government agencies, NGOs, academic institutions, and private sector actors can provide technical support, funding opportunities, and market access. The role of social capital—trust, networks, and norms of reciprocity—is another significant determinant. According to Wulandhari, N. B. I., Gölgeci, I., Mishra, N., Sivarajah, U., & Gupta, S. (2022), high levels of social capital enhance collective action and resource mobilization. In the context of organic community enterprises, strong social bonds facilitate the sharing of labor, tools, and knowledge, while also encouraging innovation and resilience.

Research Methods

This research is a quantitative study, with the following research process:

1. Population and Sample Group, The population consists of community enterprises growing organic vegetables in Chiang Mai that have been registered for at least 5 years, with a total of 1,215 members across 15 groups. The sample is selected as follows: 1) 15 group leaders (1 from each group) 2) 30 committee members (2 from each group) 3) 30 representative members (2 from each group) Thus, the total sample consists of 75 individuals, representing multiple perspectives from the community enterprises in Chiang Mai.

2. Research Instruments, The research tools used in this study include both quantitative and qualitative instruments. The quantitative research tool consists of a questionnaire divided into five sections: Section 1: General Information of the Respondents, Section 2: Production Capacity of Organic Vegetables, this section includes questions regarding planting planning, knowledge and understanding of organic vegetable production, maintaining production standards, the application of techniques and technologies, and managing the group's infrastructure. Section 3: Marketing Capacity, Questions in this section focus on logistics management, marketing management, and financial management. Section 4: Network Capacity, this section explores questions about network management, organizational culture building, support from government organizations, and support from private organizations. Section 5: Value Addition for Organic Vegetables, Questions in this section cover product and packaging design, product processing, sales location identification, and product promotion.

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The questions use a 5-point Likert scale for assessment, with the following score levels:

1.00 – 1.80 Strongly Disagree

1.81 – 2.61 Disagree

2.62 – 3.42 Neutral

3.43 – 4.23 Agree

4.24 – 5.00 Strongly Agree

The analysis of the reliability for each area of production capacity, marketing, network, and value addition for organic vegetables indicates that the instrument has high reliability, with each variable's Cronbach's Alpha value exceeding 0.7, in accordance with the established criteria.

3. Data Collection

For this research, the researcher used a sampling method to obtain a representative sample of community enterprise groups. The process was as follows:

Step 1: Determining the proportion of community enterprise groups by dividing them into 15 groups. Then, quota sampling was used to ensure an equal number of samples from each group.

Community Enterprise Group	*Chairperson*	*Committee Members*	*Members*
1. Ban Mae Phae Organic Farming Community Enterprise, San Pa Tong District	1	2	2
2. Pa Bong Organic Agriculture Community Enterprise, Saraphi District	1	2	2
3. Baan Sahakorn 2 Organic Agriculture Community Enterprise, Mae On District	1	2	2
4. Ban Mae Tha Nuea Organic Agriculture Community Enterprise, Mae On District.	1	2	2
5. Ban Pong Organic Agriculture Community Enterprise, Hang Dong District	1	2	2
6. Maetha Organic Agriculture Community Enterprise, Mae On District	1	2	2
7. Ban San Kamphaeng Organic Agricultural Community Enterprise, San Kamphaeng District	1	2	2

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8. Mae Taeng Organic Agriculture Community Enterprise, Mae Taeng District	1	2	2
9. Ban Pa Phai Organic Agriculture Community Enterprise, San Sai District	1	2	2
10. Doi Saket Organic Agriculture Community Enterprise Group, Doi Saket District	1	2	2
11. Mae Rim Organic Agricultural Community Enterprise, Mae Rim District	1	2	2
12. The San Pa Pao Organic Agricultural Community Enterprise Group, San Sai District	1	2	2
13. Ban Muang Kid Organic Agricultural Community Enterprise, Mae Taeng District	1	2	2
14. Mae Wang Organic Agricultural Community Enterprise Group, Mae Wang District	1	2	2
15. Phrao Organic Agricultural Community Enterprise, Phrao District	1	2	2
total	**15**	**30**	**30**

Table 1: Proportion of the Sample Group for Data Collection

Step 2: After defining the sample group, the researcher used a convenience sampling method by distributing questionnaires and requesting cooperation from the sample group to complete the information, resulting in a total of 75 samples as initially determined.

4. Analysis of Research Data, This study utilized quantitative data analysis, which includes data from questionnaires that were analyzed and presented in tabular format. Statistical methods were used to explain the various variables, including: 1. Percentage to show the proportion of data, 2. Mean to indicate the central tendency of the data, 3. Standard Deviation to measure the dispersion of data within each group, 4. F-test to compare differences between groups. Additionally, the analysis results are accompanied by descriptive explanations that provide a clear overview and detailed insights into the data, enabling an effective comparison and analysis of the production capacity, marketing, farmer networks, and the value-added level of the community enterprise group.

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Research Results

The researcher conducted a study titled An Analysis of Production Potential, Marketing, and Farmer Networks for Value Creation in Organic Vegetable Community Enterprises in Chiang Mai Province. The researcher summarizes the findings of the study as follows:

Section 1: General Information of the Respondents, The demographic data of the respondents from the organic vegetable community enterprises in Chiang Mai were collected from the community enterprise president, board members, and other members, totaling 75 individuals. The findings reveal that the majority of the respondents are female (56%), with an average age of 50.1 years. Over 70% of the respondents fall within the elderly (61 years and above) and near-retirement (51–60 years) age groups. Most respondents are married (90.7%), and the highest level of education attained is secondary school (42.7%), followed by primary education (37.3%). Furthermore, most households consist of 2–3 members (72.7%), and the average experience in organic vegetable cultivation is 13.8 years, with more than 30% of respondents having over 20 years of experience.

Part 2: Analysis of Production Capacity, Marketing, and Farmer Networks to Add Value to Organic Vegetable Community Enterprises in Chiang Mai Province. The overall summary of each capacity is as follows:

1) Production Potential can be summarized as follows in the table below.

Production Potential	$\bar{x}$	S.D.	Interpretation of Results
1. Organic Vegetable Production	3.68	0.739	High
2. Crop Planning	3.58	0.788	High
3. The level of knowledge and understanding of farmers	3.38	0.790	Moderate
4. Regarding the maintenance of production standards	3.67	0.779	High
5. Application of academic techniques, methods, and technology	3.83	0.788	High
6. Regarding the management of the group's infrastructure	3.92	0.800	High
total	**3.68**	**0.739**	**High**

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Table 1: Analysis of Production Potential

From the research findings table, it can be concluded that the organic vegetable production capacity of the community enterprise groups in Chiang Mai province is at a high level. The study revealed that the groups have notable strengths in terms of managing their organizational infrastructure and applying academic techniques and technologies, reflecting the group's readiness to develop an efficient production system. However, the farmers' knowledge and understanding of organic farming are at a moderate level, indicating an opportunity to enhance knowledge and develop members' capacity to maintain consistent production standards. The planning of cultivation and the maintenance of production standards are at a high level, demonstrating the group's ability to control product quality, which is a critical factor for expanding markets and ensuring the sustainability of organic farming in Chiang Mai province.

2) Marketing Potential can be summarized as follows in the table below:

Marketing potential	$\bar{x}$	**S.D.**	**Interpretation of Results**
1. Logistics Management	3.37	0.853	Moderate
2. Marketing Management	3.53	0.933	High
3. Financial Management	3.64	0.740	High
total	**3.51**	**0.809**	**High**

Table 2: Analysis of Marketing Potential

From the research findings table, it can be concluded that the marketing potential of the community enterprise group of organic vegetable growers in Chiang Mai province highlights strengths and opportunities for development. Overall, the marketing potential is at a high level, reflecting readiness in various areas, particularly in financial management, which has the highest average score, indicating strong ability in managing budgets and cash flow. Meanwhile, marketing management is also at a high level, suggesting the potential for creating effective marketing strategies. However, logistics management remains at a moderate level, which may be an area that requires development to improve transportation and product distribution efficiency. The analysis of these data provides clear directions for development to strengthen the group, enabling them to compete and grow sustainably in the market.

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3) Network Potential can be summarized as follows in the table below:

Network Potential	$\bar{x}$	S.D.	Interpretation of Results
1. Network Management	3.98	0.771	High
2. The creation of organizational culture	3.63	0.715	High
3. Support from government organizations	4.05	0.809	High
4. Support from private sector organizations	3.40	0.765	Moderate
total	**3.77**	**0.771**	**High**

Table 1: Analysis of Network Potential

From the research findings, it can be concluded that the network's potential is generally high, particularly in terms of support from government organizations and network management. This reflects the group's ability to effectively manage cooperation between various networks. At the same time, the organization's culture development is at a high level, demonstrating efforts to establish a shared identity and values within the group. However, support from private sector organizations is still at a moderate level, indicating an opportunity to further develop and expand collaboration with the business sector to strengthen and ensure the long-term sustainability of the network.

Research Discussion

Based on the findings of the research titled An Analysis of Production Potential, Marketing, and Farmer Networks for Value Creation in Organic Vegetable Community Enterprises in Chiang Mai Province, the following key points for discussion can be identified:

1. The study found that the production potential is at a high level, resulting from an efficient infrastructure and the appropriate application of academic techniques and technology. These factors enhance the stability and competitiveness of the production sector. However, it was found that the farmers' understanding of organic farming is at a moderate level, which could pose a barrier to maintaining production standards. The main cause of this limitation may stem from a lack of training and access to sufficient information. This aligns with the research by Pretty et al. (2018), which indicates that farmers who receive training in sustainable agriculture are able to increase their productivity and are more likely to adopt suitable technologies compared to those without academic support. Additionally, Altieri & Nicholls (2020) highlighted that technical support and knowledge networks play a

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crucial role in the development of organic farming, especially in areas such as natural pest management and ecosystem restoration. To ensure that the production sector maintains its standards, it is necessary to promote knowledge development through training and access to up-to-date information. This corresponds with the research by Gonzalez et al. (2021), which stated that the use of digital platforms and training through farmer networks is an effective way to disseminate knowledge and enhance farmers' capabilities. Therefore, policies focusing on lifelong learning support and comprehensive access to information resources are key factors that will help the production sector develop continuously and sustainably.

2. The study results indicate that the marketing potential is at a high level, particularly in financial management and market management. This reflects the ability to strategically plan marketing strategies and allocate budgets effectively. These capabilities are crucial for enhancing business competitiveness, as good financial management allows businesses to invest and expand their markets. However, the study found that logistics management is at a moderate level, which is a critical factor that may limit the market growth potential, particularly in industries that rely on efficient product distribution, such as organic agricultural products. Improving the logistics system is, therefore, an essential approach to reducing costs and enhancing product competitiveness. This finding is consistent with the research by Wang, Y., Li, X., & Chen, Z. (2020), which studied the marketing management potential in the organic agricultural business. They found that effective budget management and marketing strategies could increase sales and consumer acceptance. However, a key weakness identified was the inefficient logistics system, which results in higher operational costs. This finding aligns with the study by Singh & Sharma (2021), which stated that good budget management helps businesses plan market expansion effectively. However, logistics problems, such as delayed transportation and high shipping costs, are significant obstacles that must be addressed to enhance global market competitiveness. Furthermore, research by Tan, K. H., Zhang, A., & Lee, C. (2019), which studied the development of the organic agricultural supply chain, found that logistics development, such as the use of digital technology and real-time tracking systems, can significantly improve transportation efficiency, reduce costs, and increase customer satisfaction. Based on the study results and related research mentioned above, it is evident that while businesses may have strong budget management and marketing

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strategies, logistics development is a critical factor that needs improvement to enhance product distribution efficiency, reduce costs, and create a competitive advantage in the rapidly changing market.

3. The study results indicate that the network potential of community enterprises is at a high level, particularly in terms of receiving support from government organizations and effective network management. These factors are key to promoting the strength and sustainability of the group. However, it was found that support from the private sector is still at a moderate level, reflecting opportunities for further development and expansion of collaboration. This includes: 1) Government Support: The assistance from government agencies, such as technical advice, financial support, or capacity-building training, allows the group to operate effectively. This aligns with the research by Teerasin Kanta and Angkana Tasena (2022), which studied the development of organic agricultural networks and found that government support significantly helps farmer groups expand their networks and increase market opportunities. 2) Opportunities to Increase Private Sector Participation: While support from the private sector is still limited, several studies highlight that the private sector can be a crucial mechanism for ensuring the sustainability of community enterprises. The study by Mongkolkajornkitti and Apinontteerasakda (2019) on the production and marketing networks of community enterprises found that private sector participation, such as companies interested in organic agriculture or organizations working on corporate social responsibility (CSR), can help add value to products and expand market access for farmers in the network. 3) Enhancing Social Value from the Private Sector: Research by Smith & Wollen (2020) on the social returns from investment in organic agriculture projects in Southeast Asia revealed that collaboration between community enterprises and the private sector, such as companies providing funding or working with farmers in business partnerships, contributed to the scaling and long-term stability of projects.

From this data, it is clear that expanding cooperation with the private sector will be key to strengthening the network of community enterprises. This not only helps increase economic value but also contributes to long-term social and environmental sustainability.

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New Knowledge

The research study titled "An Analysis of Production Potential, Marketing, and Farmer Networks for Value Creation in Organic Vegetable Community Enterprises in Chiang Mai Province" has contributed new knowledge that enhances the systematic development of organic agriculture. The knowledge gained from this study can be summarized into three key points as follows:

1. Holistic Production Capacity Enhancement Approach, The research findings suggest that maximizing the efficiency of organic farming requires the implementation of Integrated Farm Management (IFM) that considers sustainable soil improvement, proper water management, and the use of Precision Agriculture technologies to increase yields without compromising product quality.

2. Marketing Strategies Linked to Consumer Behavior, New insights from this study indicate that a "sustainable organic market requires consumer trust." Developing a community product brand, creating product storytelling, and utilizing online sales channels alongside traditional markets can expand the customer base and add value to the products.

3. Strong Collaborative Networks for Long-Term Growth, The research finds that "the strength of the farmer network is a key factor in the success of community enterprises." Promoting cooperation between farmers, the government, the private sector, and civil society will enhance market opportunities, access to funding, and the exchange of knowledge on production innovations.

Research Suggestions

The analysis of organic vegetable community enterprises in Chiang Mai highlights three main areas of potential: 1) Production Potential: The groups show high capability in managing infrastructure and applying advanced agricultural technologies for organic farming. However, the farmers' knowledge and understanding of organic practices are at a moderate level, indicating the need for ongoing education and skill development to ensure consistent quality. 2) Marketing Potential: The groups have strong financial and marketing management skills, enabling effective budget control and strategic planning. Despite this, logistics management is relatively weak, suggesting that improving transportation and distribution systems is essential to enhance market access. 3) Networking Potential: The community

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enterprises benefit from strong network management and substantial support from government agencies, along with a well-established organizational culture that promotes cooperation. Nonetheless, support from the private sector is moderate, representing an opportunity to strengthen partnerships with businesses to improve the network's long-term sustainability and growth.

Based on these findings, the researcher provides the following recommendations divided into three key areas: policy recommendations, practical applications of research findings, and recommendations for future research.

1) Policy Recommendations

1.1 Enhancing Knowledge and Training for Farmers, As the research findings indicate that farmers' knowledge of organic farming is at a moderate level, it is essential to develop and enhance farmers' skills in organic farming to maintain production standards effectively. Training programs should be organized to cover new technologies in organic farming and proper soil management for growing organic vegetables.

1.2 Supporting the Development of Marketing Networks, To expand markets and increase value-added opportunities for products, it is recommended to promote the establishment of strong marketing networks at both the local level and across sectors. This includes fostering collaboration with online retailers or developing distribution systems that reach international markets.

1.3 Promoting Investment in Technology and Infrastructure, Government support should be directed towards investment in technology and infrastructure development, such as providing modern production tools and developing sustainable agricultural water sources, which will enhance the efficiency of organic vegetable production.

2) Suggestions for Applying Research Findings

2.1 Raising Awareness and Marketing for Farmers, The research findings should be utilized to raise consumer awareness about the value of organic vegetables and promote marketing strategies that emphasize high-quality, safe products. This also includes building a brand for community enterprises to add value to their products.

2.2 Strengthening Cooperation among Farmers, Fostering cooperation and knowledge exchange among farmers within the community enterprise group can lead to

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more effective organic farming practices and strengthen the production and marketing networks at the local level.

3) Suggestions for Future Research

3.1 Research on Improving Organic Farming Techniques, Further research should focus on organic farming techniques suited to the climate and terrain of Chiang Mai to increase yields and reduce production costs.

3.2 Studying the Impact of Building Marketing Networks, Future studies can explore the impact of building efficient marketing networks on the sustainability of farmer groups, enabling farmers to access new markets and increase income.

3.3 Research on Developing Learning Networks Among Farmers, Studying the development of learning and support networks among farmers will help enhance understanding of organic vegetable production systems effectively, using strategies that are appropriate and align with the specific needs of local farmers.

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