



การพัฒนารูปแบบกลยุทธ์การสร้างความสามารถทางการแข่งขัน เขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร

Development Strategic Management Model for Competitive Advantage of Mukdahan Special Economic Zone, Thailand.

Asst. Prof. Dr. Kulapa Pokasawat

Faculty of Management Sciences, Ubonratchathani University

E-mail: Kulapa.p@ubu.ac.th

บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อ 1) วิเคราะห์สภาพแวดล้อมภายใน และภายนอกของเขตพัฒนาเศรษฐกิจพิเศษ 2) ศึกษาปัจจัยจูงใจการลงทุนของผู้ประกอบการในเขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร 3) วิเคราะห์ความสามารถทางการแข่งขัน และ 4) กำหนดรูปแบบกลยุทธ์ของเขตพัฒนาเขตเศรษฐกิจพิเศษมุกดาหาร พื้นที่จุดมุ่งหมายการวิจัยรวมเฉพาะพื้นที่ดำเนินการกิจกรรม เขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร ประกอบด้วย อำเภอเมืองมุกดาหาร อำเภอห้วยน้ำใหญ่ อำเภอดอนตาล เนื่องจากแผนพัฒนาเศรษฐกิจและสังคมแห่งชาติฉบับที่ 12 ได้กำหนดทิศทางการพัฒนาพื้นที่ชายแดนให้เป็นประตูเศรษฐกิจเชื่อมโยงกับประเทศเพื่อนบ้าน นโยบายเขตพัฒนาเศรษฐกิจพิเศษของประเทศไทย เป็นการเพิ่มศักยภาพให้กับพื้นที่แนวชายแดนมากขึ้น ดึงดูดนักลงทุนจากในประเทศและต่างประเทศ งานวิจัยนี้เป็นงานวิจัยเชิงคุณภาพ ข้อมูลได้จากการสัมภาษณ์ส่วนบุคคล บุคคลที่ทำงานเกี่ยวกับการดำเนินงานในเขตพื้นที่เขตเศรษฐกิจพิเศษมุกดาหาร

ผลการศึกษาพบว่าปัจจัยส่งเสริมการลงทุนของผู้ประกอบการในเขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร ประกอบด้วยปัจจัยความพร้อมด้านระบบสาธารณูปโภค โครงสร้างพื้นฐาน อำนาจการซื้อของลูกค้าเป้าหมาย ต้นทุนด้านที่ดินและการพัฒนาพื้นที่ สถาบันการศึกษา และความพร้อมด้านทรัพยากรมนุษย์ ความเหมาะสมของประเภทธุรกิจที่ได้รับการส่งเสริมกับบริบทของพื้นที่ สิทธิพิเศษ สิทธิประโยชน์ ที่จูงใจให้เกิดการลงทุนในเขตเศรษฐกิจพิเศษมุกดาหาร ปัจจัยด้านแหล่งวัตถุดิบเพื่อการผลิต และปัจจัยด้านมูลค่าการค้าชายแดน และผ่านแดน

ในการวิเคราะห์ปัจจัยด้านกลยุทธ์พบว่า ไม่มีปัจจัยที่สนับสนุนให้เกิดแรงจูงใจนักลงทุน ความได้เปรียบทางการแข่งขันเขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร ไม่สนับสนุนให้เกิดความสามารถทางการแข่งขันให้กับเขตพัฒนาเศรษฐกิจพิเศษมุกดาหารได้จำเป็นต้องพัฒนา หรือสร้างปัจจัยที่สนับสนุน โดยรูปแบบกลยุทธ์ที่มีความเหมาะสมคือ กลยุทธ์นวัตกรรมการค้าชายชายแดน เครือข่ายการท่องเที่ยวลุ่มน้ำโขง และศูนย์กลางธุรกิจบริการ

คำสำคัญ : เขตพัฒนาเศรษฐกิจพิเศษมุกดาหาร, ความสามารถทางการแข่งขัน



Abstract

The research has the following objectives; 1) Identify the specific factors of the external and the internal environment in the special economy zone. 2) Gathering the factors for investment then supporting entrepreneurs in the special economy zone. 3) Analyzing the ability of competition in the special economic zone (Mukdahan). 4) Prescribe a strategic model to develop the special economy zone. This research is dedicated to the area of these activities. The special economic development area is Muang Mukdahan district, Wan Yai district and Don Tan district. Qualitative research collected data from research and individual interviews. In part Interviewees providing information related to the implementation of government policies, regarding the operations in the Mukdahan special economic development zone. Which provided opinions on the feasibility, capability and effectiveness of activities of economic development there are as follows. 1) Local entrepreneurs in Mukdahan 2) National entrepreneurs and investors 3) Government officials involved in the Special Economic Development Zone

The findings indicated that the promotional factors of entrepreneurs' investment in Mukdahan Special Economic Development Zone are composed of: 1) Infrastructure readiness on basic structure (Rail and airport transport system) 2) Number of target customers or consumers 3) Land cost and development in Mukdahan Special Economic Development Zone 4) Educational institutes and the availability of human resources 5) Appropriateness of the promoted business in the context of the area 6) Privileges / benefits incentives for investment in the Mukdahan Special Economic Development Zone 7) Factors in the sources of raw materials for production 8) Factors in border trade and crossing of Thailand - Lao PDR - Vietnam and Southern China.

In analyzing the strategic factors, it was found that there are no factors which could support the five activities of Mukdahan Special Economic Development Zone in its ability to attract investors adequately. The analysis of the competitive advantage of the Mukdahan Special Economic Development Area found that the internal and external factors could not support its competitiveness. Therefore, it is necessary to develop or create factors in order to support the incentives for more activities. The strategic model suitable for Mukdahan Economic Development Zone is Border Trading Innovation Strategy, the Mekong Tourism Network Strategy and Business Service Center

Keywords: Special Economic Zone, Competitive Advantage



1. Introduction

In the world several countries apply the policy; there is special economic zone (SEZ) for economic development in the term of domestic. The Special economic zone is the area that the government has determined as the area, location and economic environment which can provide facilities and receives special promotion privileges more than other areas countrywide (Prime Minister's Office, 2010)

Main purpose is to set investment, specific to foreign direct investment (FDI) it also makes a profit between the owner country and the investor together. Foreigner investors had gain from tax incentive and non-tax incentive. These are the reasons that can reduce cost of manufacturing and competition in world trading. Owner country of the special economic zone (SEZ) also gain the benefit from this policy, there are motivation in employment, innovation and development ability of workers (Asian Development Bank, 2015)

Special economic zone (SEZ) is a model for economic development also ASEAN has emphasize by framework defining into 5 parts 1) Support to strategic definition of members 2) Role and responsibility of government institution 3) Cooperation and co-worker 4) Competition potential and 5) Co-operation in development economy theory between members so, there five strategies of ASEAN is framework to develop. (Pawarison Lertthamthewee and Members, 2017) By the way Thailand leads applying this policy prior at the class border area.

Thailand has applied the special economic zone policy (SEZ) in border province by the special economic zone policy committee. (2015) defines into two phases, the first phase covering the provinces of *Tak* (border with Cambodia), *Trat* (border with Cambodia), *Songkhla* (border with Malaysia), *Sa Keao* and *Mukdahan* (border with Laos). The second phase covering the provinces of *Kanchanaburi* (border Burma), *Chang Rai* (border with Burma and Laos), *Nongkhai* and *Nakhonphanom* (border with Laos), and *Narathiwat* (border with Malaysia) The aim is to build production bases connecting with those of Association of Southeast Asian nation (ASEAN) neighbors and promoting development of Thailand's provinces border. (Asian Development Bank, 2016)

Mukdahan Province is the special economic zone has area 578.5 square meter. There are three districts i.e. *Muang Mukdahan*, *Wan Yai* and *Don Tan*. Firstly, many investors had interaction and researching for information both of region and country including production and healthcare; concluding they are still not attracting industrial investment to the SEZ and few investors can make decisions. Due to the location and condition of Mukdahan province has outlay or investing appropriate. Ministry of Commerce (2018) had reported that in 2017 Thai-Laos economic border affair has value 63,579.03 Million Thai Baht at Mukdahan province, so this province gained highest profit of Northeast and Thai-Vietnam economic affair has value 16,063.24 Million Thai Baht. The purpose is to create reliability and more income



value, these are the reasons of this research to find factors and motivate interaction of investors in Mukdahan SEZ, and aim to find business models and strategic possibility.

Research objective

1. Identify the specific factors of the external and internal environment in Special Economic Zone
2. Gathering the factors to investment then support for entrepreneurs in Special Economic Zone.
3. Analyzing the ability of competition in Special Economic Zone (Mukdahan).
4. Prescribe strategic model to develop in the special economic zone.

2. Literature Review

For the development of Special Economic Zones Thailand's Policy aim is to place importance on creating more potential for frontier areas, because there are access points and import or export to other countries. Office of the National Economic and Social Development Board. (n.d.) defined strategy for motivating or enhancing economic situation including upgrading life quality of citizenship, it also connects via gateway of business to the special economic zone. Traits of the special economic zone offer the right benefits ; there are factors to encourage investment both domestic and international. Moreover it serves perogative tax incentive and non-tax incentive, leading to reduced cost of production effect for entrepreneurs giving high competitiveness both local and universal.

2.1 Target Industry of Thailand Special Economy Zone

Each of the SEZs has its own target industries which are decided and categorized by the area where the SEZ is situated. Targeted Business Groups which are promoted in the Area are as follow: 1) Agricultural Fishery and Activities related 2) Ceramic Manufacturing 3) Textiles &Clothing And leather Industrial 4) Furniture Manufacturing 5) Gem and Jewelry Industrial 6) Medicine manufacture 7) Automotive, Machine and Parts Industrial 8) Electronic Device Industrial 9) Plastic Manufacturing 10) Medicine Manufacturing 11) Logistic Business 12) Industrial Estates 13) Tourism Activities. Industrial Estate Authority of Thailand. (n.d.)The target business activities in the SEZs Mukdahan province are only 5 target i.e. no.1, 7, 11, 12 and 13.



2.2 Investment Incentives and Privileges in Special Economic Zones

Investors enter into special economic zone for investment, besides they still earn privilege tax and profit for business, moreover they can also hire alienate workers in their project. Office of the Board of Investment (2015) Prerogatives are consisting such as;

Special privilege from the Board of Investment is if they invest in their project in 13 targets, then they will gain the possibility of excluding corporate income tax for eight years. After that reduction corporate income tax has discount of 50 percent and five years more for alienate workers etc.

2.3 Mukdahan Special Economic Zone

This province consists of 11 subs districts and 3 districts. Muang Mukdahan District (5 Sub districts) Wan Yai District (4 Sub districts) Don Tan (2 Sub districts)

In general investment or investiture in Mukdahan special economic zone by an investor they are able to outlay at 3 districts by investing in private sector area or state-owned land rent. Even if they invest in 5 targets requirements, the board of investment defined that they will gain the other privileges.

The Research case study is related with Thailand development research institute (2016), Mukdahan special economic zone. They found that local service sector get high potential income, high competition between region and motivate local business economy i.e. parts of service, sale-distribution, border trade, financial intermediary, transportation, communication, logistic, hotels, restaurants and tourism.

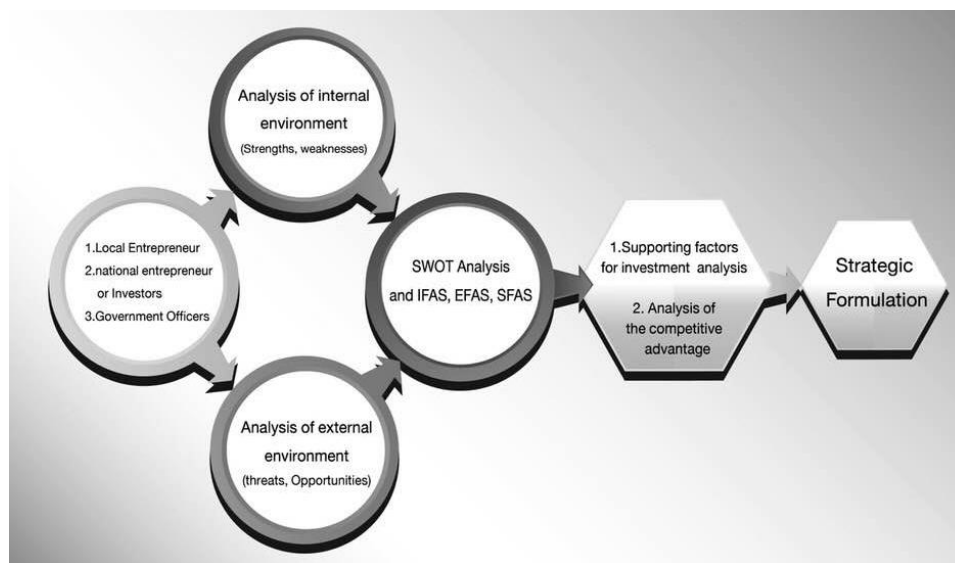
Center of ASEAN trading, Sompong Sriropsonlappa and members (2017) from research result; the researcher has the opinion that special economic zone in Nongkhai Nakhonphanom and Mukdahan should emphasizing creating a network for three models there are; 1) Center of trading as a vision from indo-china market in Market in Mukdahan. 2) Leisure is a center of cultural as a vision that is based on historical traveling. Moreover, Nongkhai and Nakhonphanom are livable cities also. 3) There is plenty of bio-technology and plenty diversion of agricultural in the area to be the centre.

Farole (n.d.) study about special economy zone in Africa. The study found that a problem common in many zones of low income countries is that quality of infrastructure. The successful special economy zone is critical to provide the wider and efficient infrastructure.

Otherwise research of Anwar, M.A., (2014) gathered about the special economic zone in India, then specify about decision in the point of investment. There is basis system of infrastructure importantly. Others public utilities such as; transportation system connection to another area, electricity system support industrial, areas suitability and governance stably. All these reason affected to decision-maker by investor or entrepreneur.

Likewise research of Tao, Yuan & Li (2016) offered about process in special economic zone. Firstly are acceptance or endorsement and power to make decisions from the federal government. Secondly is location and main major is size area. For example the special economic zone at Shenzhen's city is nearby Hong Kong, affected to easily to communicate and convenience for investor. Lastly is quality of infrastructure. The special economic zone in China has complete such as; public utility, water-electric system, transportation and communication.

Conceptual Framework



Picture1 Conceptual Framework

Strategic Factor Analysis Summary Matrix (SFAS) is a tool to implement for forecasting both internal and external and assigns the strategy by gathering all data.

Five forces model is strategic to analyze the business environment by Michael E. Porter. It clarifies about analysis of competition ability of business to find the way of achieving a sustainable competitive advantage. Porter suggested five Forces Model analyses by; 1) Bargaining Power of Supplier 2) Bargaining Power of Customer 3) Threat of New Entrants 4) Threat of Substitute Products or Services 5) Rivalry among Current Competitors (Rothaermel, 2013)

3. Methodology

This study has four steps, first is identify SWOT which are the internal and external environment of Mukdahan special economy zone, Then do the Internal Factors Analysis (IFAS), External Factors



Analysis (EFAS) and Scores Strategic Factors Analysis (SFAS) , After that analyze the competitive advantage five forces model, finally formulate the Mukdahan strategy for Mukdahan special economic zone. The stakeholders are who involved in Mukdahan special economy zone. There are; 1) Local Entrepreneur 15 persons 2) national entrepreneur or Investors 10 persons 3) Government Officer in Special Economic Zone 10 persons. The tools of research there are 2 types; 1) One to one in-depth Interviews 2) Observation from researcher for collecting the data while they were interviewed, meeting and seminar in public-nonpublic process of Special Economic Zone.

The respondents can express their opinions and business experiences directly. Observation determined and covered the content, phenomenon, condition and situation. After that data organization for grouping the main purpose, themes and concepts are to be discriminating and repeat clearly. (Pothisita, C., 2009)

Data organization will be based on objectives both external and internal. (EFAS, IFAS). Result to analyze to strategic (SFAS), the data provider determines the rate and weight (Table 1). Then diagnose and competitive advantage the factor that supported. After then grouping or categorize the result, form the model of the strategic economic zone in Mukdahan.

4. Result of Analysis

The result categorize to 4 issues according to the purposes, there are;

- 1) Strategic factor analysis summary matrix (SFAS)
- 2) Supporting factors for investment Analysis
- 3) Analysis of the competitive advantage
- 4) Strategic Formulation

4.1 Strategic factor analysis summary matrix (SFAS)

Strategic factor analysis in Mukdahan special economic zone both internal and external.

There are 12 factors appeared on SFAS schedule set the list to analysis of most important strengths, weakness, opportunity and threats by information coming from interviewers who are government officers, national and local entrepreneurs in the area. Internal and external has complete information then contributors can average weight and rate each factor. The total weighted scores indicates in the table there are; 1) In column 1 set the list of most important strengths, weakness, opportunity threats by selecting factors from EFAS and IFAS. In column 2 (weight) assign a weight from 1 (Most important) to 0.0 (not important) all weight must sum to 1.00. 3) In Colum 3 (rating) assign a rating to each factor from 5.00 (outstanding) to 1.0 (Poor) 4) In Colum 4 (weighted score), multiply the weight in column 2 for each factor



times its rating in column 3 to obtain that factor's weighted score. The total weighted score indicates how well a particular Special economy zone responding to current firm. (Wheelen, T.L & Hunger, D. L., 2012);

Table 1 Strategic factor analysis summary matrix

① Strategic Factor	② Weight	③ Rating	④ Weighted score
(Strengths)	0.10	2	0.2
1. Government provided state-owned land rent in Mukdahan special economic zone.			
2. The investment promotion privilege policy for investors in special economic zone.	0.08	3	0.24
3. Location of special economic zone border with frontier, availability of modern customs house, importing and exporting system process?	0.07	3	0.21
(Weakness)	0.08	2	0.16
4. Privilege in special economic zone cannot interaction to investors.			
5. State-owned land rent in special economic zone it need to Invest in infrastructure and environmental development.	0.08	2	0.16
6. Operation and management are depends on the department of government affected to investors communicate information inconvenience.	0.07	3	0.21
(Opportunity)	0.09	5	0.45
7. Second Thai–Lao Friendship Bridge 2 is reason to link cross border trading between Thailand, Laos, Vietnam and South China.			
8. Mukdahan Special Economic Zone is located in East-West Economic Corridor (EWEC).	0.07	2	0.14
9. Increasing high-value of cross-border trade in every year.	0.06	2	0.12



① Strategic Factor	② Weight	③ Rating	④ Weighted score
(Threats)			
10. Mukdahan is borderline outlying, lack of railway and aircraft support transportation system.	0.15	1	0.15
11. Insufficient budget support from Thai government.	0.08	1	0.08
12. The customer targets have low income and less of purchasing power.	0.07	2	0.14
Total	1.00		2.26

According to the Table 1 the Strategic factor analysis summary matrix, any sub-factors each lower than 1.0 point. And Opportunity part has equal 5 point is Second Thai–Lao Friendship Bridge that reason to link trading. Anyway an overall average SFAS score is 2.26 point so it low relatively.

Therefore both internal and external development special economic zone still cannot support to competitive advantage in Mukdahan. It necessary to expand or develop any related factors. All is crossover and drive the business from infrastructure of Mukdahan special economic zone.

4.2 Supporting factors for investment Analysis

Supporting factors for investment analysis of Mukdahan special economic zone, as results of the analysis showed factors that supporting;

1) **Readiness of factors, system utilities and infrastructure:** All of these are essential part to clarify for decision of investor both domestic and international. Mukdahan still lacks rail and air transportation mode. Instability of water, electricity or public utilities these factor related support industry in five business targets.

2) **Purchasing power of customer target:** Most of local and national entrepreneur regard customer target there are Laos and Vietnam. But they are still low in income and purchasing power.

3) **Cost of estate and area development in Mukdahan special economic zone:** Local contributor regard as barrier that the cost of land or estate includes building or real estate rental is higher. Even though the government offered or allocate the land, lack of public utility cause most of investor not to invest in more parts. National economic and social development board (2017) recently reported that still process of recruiting land developers.



4) **Preparedness of Institution and Human Resource Development:** Most of Businessman deem that Mukdahan still lacks education or institution to support important occupation development in special economic zone i.e. healthcare (it necessary to have doctor and nurse etc.) or development of personnel to international standard. Thus it should create for support for client or patient, if they can find local people and develop them it will lead to cost reduction and drive the business in the area more easily.

5) **Appropriateness of promoted business factor:** Mukdahan has five appreciatively enterprises. Local or country contributor and most of government officer deem that Mukdahan has characteristic for some kind of business. Estate industry, Electronic and electricity device industry has lowest rate of suitability. They ascribe that most of business is border trading, but it is not categorize in 5 enterprises.

6) **Privileges / Benefits:** Investment incentives in Mukdahan special economic zone by privileges and benefit. An individual who provide information commented that the policy investment incentive has not attracted decision of investors which aims to secure competitive advantages in part of economy of scale.

7) **Raw Material Production Factor:** Considered for some target of business, like the electrical and electronics industry, LED bulb or lighting manufacturing, compressor, motor manufacturing and electrical wire harness. Mukdahan has no raw material or outsource, must import all raw materials from outside. It may create higher cost per unit for transportation also.

8) **Value of Border Trade and Cross-Border Country between Thailand, Laos, Vietnam and Southern China:** The opinions of the investors deem that these figures are not a stimulus for investment. Most income came from customs, inbound and outbound through Mukdahan. In 2015 Thailand was disqualified "Generalized System of Preferences" (GSP) there are 3 systems such as; European Union, Turkey and Canada affected on January 1, 2015 Thai exporters cannot use the certificate of origin, receive privileges, and reductions or exemption of customs income duty to these countries. There are 6 countries in ASEAN i.e. Cambodia, Indonesia, Laos, Burma, Philippines and Vietnam granted GSP from European Union (Ministry of Commerce, 2014). It caused the Thai entrepreneur to send product into Laos and Vietnam, then get the GSP privilege from there. After it is all sent its back to Thailand through the Mukdahan outpost for resale in other areas. The value of cross border trading in Mukdahan is high, because these figures are not a stimulus for investment.

4.3 Analysis of the competitive advantage of the Special Economic Zone (Mukdahan)

The researchers were analyzing the competitiveness of the Mukdahan Special Economic Zone by Five force models. The five specific factors that help determine whether or not a business can be profitable, and there are;



1) **The intensity of competition in the same industry:** The competition is for privileges between the special economic zone in the country and neighborhood countries to attract the investors. There are the special economic zones all 5 locations along the East-West Economic Corridor (EWEC). There are 11 special economy zones in Laos. (Business Information Center, 2016). On the other hand, Thailand has 10 zones of special economy. The recently is Eastern Special Economic Zone Eastern which will enhance the competitive capabilities of the nation by raising the quality of life for citizens (Eastern Special Economic Corridor EEC, 2017).

2) **The threat of new competitor:** The special economic zone is high setting-up cost, investment and support from government. Mukdahan become a new competitor. If Mukdahan has comparison with border neighborhood like as Savan-SENO Special Economic Zone (Royal Thai Consulate-General, Savannakhet, 2018) or Lao Bao Special Economic – Commercial Area (Masami Ishida, 2013). And these are sources from (Development Office National Economic and Social Development Board, 2014). Thus the original trader has more potential, marketing ratio, distribution channels, expertise and experience. In proceeding is requiring capital, there is obstacle for new competitor.

3) **Customer bargaining power:** Neighboring countries have many special economic zones that were established before Thailand. Investors have a chance to invest in areas that suit the capabilities of their company. Investors as customers have bargaining power to choose wherever is the best place to run the business.

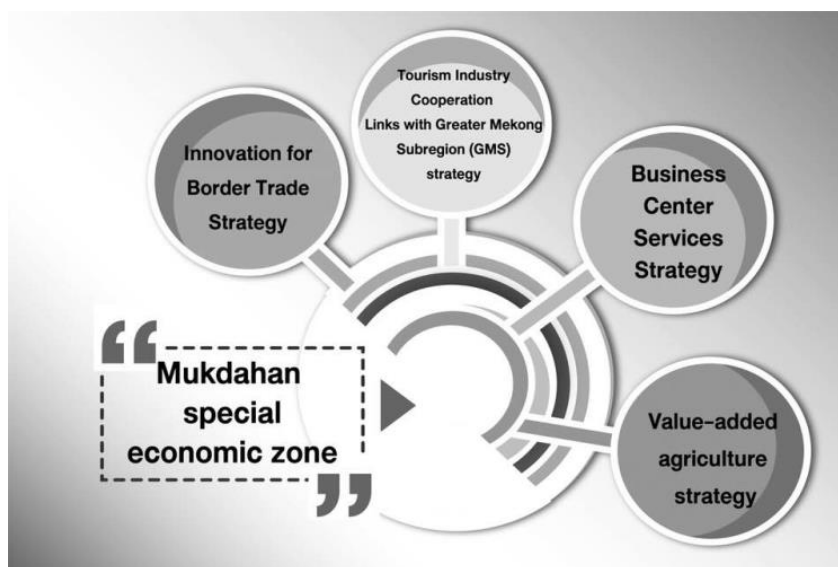
4) **Threat of substitution:** Most investors agreed that the benefits in Mukdahan Special Economic Zone are not attractive enough. They are considering the benefits with other areas not related to investment in special economic zones such as; (the area-based incentive) the additional spatial of benefits including investing lowest per capita income in the country. There are 20 provinces i.e. Kalasin, Chaiyaphum, Nakhon Phanom, Nan, Bueng Kan, Buriram, Phrae, Maha Sarakham, Mukdahan, Mae Hong Son, Yasothon, Roi Et, Si Sa Ket, Sakon Nakhon, Sa Kaeo, Sukhothai, Surin, Nong Bua Lam Phu, Ubon Ratchathani and Amnat Charoen (Terdsatisak, 2018). Because investors seem that between the special economic zone and non-exclusive investment economic zone both have the privileges and can also invest in other areas easily.

5) **Suppliers bargaining power:** Mukdahan is province source of sugar cane, cassava and rice is growing for household consumption only. The areas nearby have no enough for raw materials for agricultural processing. Because it may be an higher cost of transportation, manufacturers have less bargaining power than raw material suppliers.

5. Empirical Results

Mukdahan the special economic zone there are also a few competing competencies with the limitations that mentioned above. Therefore the master plan should be revised to develop and create a new

plan for Mukdahan special economic zone. It is concluding commercial nature with retailers, it can connect to another cities. It still gets good relations with Laos, Vietnam and South China. So this is an advantage and a chance for development to achieve purposes and goals. The result of research has defined the strategy for Mukdahan. Strategic determination has information analyzed by researches for three parts such as: 1) The result of SFAS 2) Factors to investment support in Mukdahan special economic zone and 3) competitive advantage analyzing result has consider the data organization repeatedly, lead to themes or concept proceeding for strategy then by meeting the committee there are local and national business sectors and a local government officer. It is for discussion, brainstorm and recommend for the context suitable and reconfirm. There are;



Picture 2 Strategic Plan for Mukdahan Special Economic Zone

1. **Innovation for Border Trade Strategy:** Mukdahan is suitable for border trading, a distribution center and for growing services in the future. Innovation can develop advance technology, channel and facilities support frontier or border trading directly. Big data for business and government management also improve information for decision making. The internet of things (IoT) lead to the trading as a smart city.

2. **Tourism and Industry Cooperation Links with the Greater Mekong Subregion (GMS)** These elements are important factors to develop Mukdahan. Firstly due to Mukdahans strategic location it can connect to Laos, Vietnam and South China. Moreover Mukdahan signed Memorandum of Understanding. Secondly it is the cooperation with 3 countries in partials of trade, transportation, transportation, education, tourism, lifestyle, Mekong river culture according to the Northeast Development Plan. "Developing ESAN into a New Dimension as the Economic Center of the Greater Mekong Sub region" (Office of Permanent Secretary of Interior, 2018).



3. **Business Center Services (Health, Medical, and Education) Strategy:** Most of the informers that provide consistent information say that people in Laos have confidence in Thailand's medical care. The hospitals have increasing volume at Mukdahan. In addition education is a system of knowledge, building and expertise for human resource development.

4. **Value-added agriculture strategy:** The main labor force of the area 58.2% of them are agricultural workers. Second is the service and industry sector such as distribution and retail Thailand Development Research Institution. (2016). Therefore Mukdahan should have an educational system like vocational education in agriculture. An education center for young farmer, agricultural operators and advice for marketing. (New Agricultural Industry Community: NAICS)

6. Conclusion

According to the research results for three parts there are; 1) Result of analysis 2) Factors to investment support in Mukdahan special economic zone and 3) Competitive advantage analyzing result most investors still have indecision. Due to lack of readiness in various fields, uncompetitiveness and its result to strategic management in Mukdahan special economic zone. The strategy can guide how to develop the area. It can be driven to the desired goal and supported by the government in all aspects Researchers should consider or gathering further information in case of study, integration of special economic neighborhoods zones, cooperation between border country i.e. Mukdahan, Nakhon Phanom, Savan-Seno, Laos and Vietnam. It is the driving force and integrating activities to support each other. Information leads to cooperation strategic between borderlands, cause make good decision to investors. National Economic and Social Development Plan No. 12 Strategy 10 has target to links along economic terrace or partner at Greater Mekong Sub region. Finally it increases development the economy prosperous, stable and sustainably.

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