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The Study of Community Potential for Local Wisdom Product Development in U-thong, Suphanburi Province

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Abstract

This study aims to 1) classify community products according to local wisdom of community enterprises in U-thong district, 2) study the readiness for product development with local wisdom, 3) select the prototype of potential community enterprises for product development, 4) study the limitations and obstacles to product development with local wisdom, and 5) study the direction of community enterprises' potential development for local wisdom product development. Qualitative data gathering is interviewing the key informants of involved government offices, local administrative organizations, community enterprises' presidents, and focus groups are conducted among communities' leaders and community enterprises' members. The community products in U-thong are classified as processed agricultural products, organic products, farm animals, souvenirs, clothes, and household items. The potential factors of community enterprises, covering 13 sub-districts, total 105 villages, 20 villages were selected with their products linking to local wisdom and their identity. The results of the study of potential variables of community enterprises from relevant research findings and theoretical concepts, two prototypes of potential community enterprises were found; one is local wisdom products linked to ethnic cultural identity and another is organic agricultural products that are selected with qualified potential factors. The limitations and obstacles to product development with local wisdom is the lack of participation since most members are farmers and elderly people which has time and health constraints. The direction of community enterprises' potential development is to learn for planning, and actual implementation of the plan with an emphasis on the principles "community owned and operated" and uses raw materials, resources, capital, labor in the community.

Introduction

Circumstances of the world are changing rapidly, which has an impact on the development of the country. Adoption of foreign culture, scientific and technological progress to develop the country has caused Thai society to be dominated by the globalization of Western ideas

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and wisdom. Thai society become capitalist, materialistic, and consumerism, and neglect ancient wisdom. While the government and all sectors promote the community to be strong and campaign for the community to be able to be self-reliant, the basic education system still lacks in raising awareness of Thai traditional culture and wisdom for the new generation. Culture and local wisdom gradually fade with the time of modernity. In addition, the limitations of strategic fundamentals in almost every aspect hinder development. The 12th Development Plan aims to develop science, technology, research and development, and innovation, which are the main factors driving development in all areas to increase the country's competitiveness, with the goals for sustainable development. This includes the restructuring of Thailand towards Thailand 4.0, as well as issues of national reform towards "security, prosperity and sustainability", emphasizing the development of human capital potential, which creates fairness and reduces inequality in society. It is to build economic strength, competitiveness, and green growth for sustainable development. (Office of the National Economic and Social Development Council, 2018).

Local wisdom is an invaluable social and cultural capital of Thailand, which government agencies, higher education institutions, and researchers aim to create work to support the creation of self-reliant communities by pushing and reinstating cultural strengths and local wisdom to promote social capital development and to add value to the resources that the community has. It is therefore an important approach to lead the community to build strength and self-reliance in the long term, in accordance with the principles of sustainable development without destruction for sustainable agriculture (Yibmantasiri & et al., 2000), along with guidelines for applying wisdom for development, consisting of 1) local organizations and leaders, 2) knowledge management in local wisdom, 3) building community learning networks and 4) creating knowledge processes through direct exchange of experiences (Pakdeewong, 2018).

Production processes that are good for the health of both producers and consumers, using the potential of the community and traditional wisdom, still need new generations to carry on, according to the direction of the country's development with "The Model Driving Thailand towards Stability, Prosperity and Sustainability" (Thailand 4.0) which consists of economic wealth as a "value-based economy". The new generation needs to adopt the principles of creating value through innovation, technology and creativity to strengthen themselves, family and society in the future, combined with the strategy to strengthen the community and society. in terms of well-being for the development of the country towards a sustainable balance (Damrong Rajanubhab Institute, 2016).

Suphanburi is an ancient city where archaeological evidence at least 3,500 - 3,800 years old is found, including the New Stone Age, the Bronze Age, the Iron Age, and continual cultural heritage since the Suvarnabhumi era, Funan, Amaravati, Dvaravati, Srivichai. King U-thong built the city on the west bank of the Tha Chin River, named the city "U-thong". Until the Khun Luang Pha-ngua period, therefore, the city has been called "Suphan Buri" since then (Suphanburi Provincial Office, 2018). The ancient city of U-thong, one of the attractions the "Cities Hidden Gems" that the government promotes cultural and historical tourism, had formerly known as Chorakhe Sam Phan District by the name of the village and changed the name to U-thong on April 7, 1939. From the historical evidence, it was found that the cultural characteristics of the community have been used to promote cultural tourism, under the capacity of nature, community, customs, traditions, culture, and way of life, leading to development in various fields to be outstanding, which is a unique identity that can indicate the identity of the community (Pongnak & Disatapunahu, 2015)

From the preliminary study, it was found that community products of U-thong District were the products of farmers, both formal and informal groups, and the registered community enterprises, a total of 105 places, covering 13 sub-districts of U-thong District (Community Enterprise Promotion Division, 2017). Community products are connected to history, ethnic arts and culture, and way of life that relates to local wisdom from past to present. The problems encountered are similar, for example, from a study of Lao Khrang's adaptation to changing socio-economic conditions at Ban Khok, U-thong Sub-district, U-thong District, Suphanburi Province, it was found that economic and social changes resulted in a variety of new occupations. There are industrial products to replace agricultural products. Kinship relationship influences adaptation and change in the community (Meeyaboon, 1994). Research on the Role of participation in community development of sub-district administrative organization members and the village headman in Song Phi Nong District, Suphanburi

Province, found that the problem was the role of participation in community development. insufficient budget, and people non- cooperate. More people should be encouraged to participate (Wongsuwan & Sanglerduthai, 2011). Many community enterprises have similar limitations and barriers to participation in management, namely a lack of coordination between people and government agencies, conflict of Interest, and lack of understanding of the principles of community enterprise operations (Tancharoen, 2018)

In addition, from a study on the body of knowledge and product development from traditional Thai Song Dam fabrics in Ban Don Sub-district, U-thong District, it was found that the main value problem was not learning which is an important driving force that leads to process problems (monolithic farming and chemical farming) and resource problems. Educating community members and youths in product development academies has transformed the way we think about manufacturing and developing products to increase economic value without sacrificing cultural values. It also encourages community consciousness to be proud and to know the value of ancestral wisdom as well (Ngamsakoo & Phollawan, 2018). It shows that the community in Ban Don Sub-district needs knowledge and skills in invention and design. Likewise, the research on woven fabrics of Thai Song Dam still needs a guideline for using woven fabrics to create commercial products (Sorthananusak, 2016). Increasing the potential of community organizations to be strong with the potential of the community itself, knowledge management and learning of people in the community, community resource management, and the development of organizations in the community require participation that supports communities to be strong in a tripartite way, including community organizations, government organizations, and supportive organizations (Chandang, 2013). It can be seen that the problem will be solved with the leadership and cooperation that arises from the knowledge and ability of the members to combine wisdom with real product development. This requires knowledge and skills that vary according to the community context. Research in this area is, therefore, an important part in supporting strong communities for self-reliance to present guidelines for developing the potential of communities in U-thong District and pushing the community to develop themselves to be sustainable and strong, according to the goals of national reform, towards "security, prosperity, and sustainability".

Research Objectives

1) To study and classify community products of community enterprises in U-thong District,

2) To study the readiness for community product development from local wisdom of community enterprises in U-thong District,

3) To select prototypes of potential community enterprises with potential for product development from local wisdom,

4) To study the limitations and obstacles in product development linked to local wisdom,

5) To study the guidelines for developing the potential of community enterprises for the development of community products from local wisdom.

Definitions

Community refers to a group of members of the community enterprise in U-thong District, Suphanburi Province.

Community potential refers to the community has the knowledge and other resources necessary for self-management and development. There is an important component which is the participation of members in the community, knowledge management, wisdom, including the exchange of knowledge and community network building for the continuity and self-reliance of the community in the long run.

Community products refer to products of community enterprises that represent the identity of the community or are produced from local wisdom in U-thong District. Suphanburi Province.

Potential community enterprise refers to a community enterprise with potential for product development linked to local wisdom and/or ethnic identity, which has the potential to develop products according to the elements of the potential and important characteristics of community enterprises.

Local wisdom refers to things that villagers can come up with themselves and use to solve problems. It is the technique, method, or body of knowledge of the villagers, both wide and deep, that the villagers have conceived by themselves by using the potential that exists in solving the problems of local life that is suitable for the era and has been continuously inherited from ancestors from the past to the present.

Literature Review

Concept of Community Potential

"Potential" refers to the abilities, readiness, or

latent qualities of an individual or group that will affect the success of the work and the goals of the group. The essence of extremely powerful potential is the ability that is hidden within a person or group and can be pulled out If stimulated from outside. Development of people, knowledge, abilities, and product development involve different strengths and weaknesses. Characteristics of a strong community include leadership, relationships, and activities that require cooperation or participation (Makcharoen, 2019). Communities are strong and potent because their people are generous, public consciousness, active, have norms of interdependence, have network of social connections in relation to community, have appropriate community physical status, and members are involved in the community's public work (Putnam, 1993). Therefore, the strength that represents the potential of any community comes from culture, the ability to respond to problems, learning process, problem analysis, developing consciousness, grouping, external acceptance, and amplification. As Makcharoen, 2019 explains, the key element is the participation of community members, management of knowledge, wisdom, including exchanging knowledge and building community networks. The group leader (community) is at the heart of managing, supervising, or controlling the system for group members to think and work together. Therefore, the researcher studies the operating characteristics of community enterprises. In addition, there are important elements of community potential that indicate the strength of 5 aspects of community enterprises used in the study and selection of the prototypes of community enterprises, namely leaders, body of knowledge, learning processes, community organizations, and support from external agencies. It also increases performance to show good results for the group.

"Potential" means the ability, readiness or qualities that are inherent in an individual or a group. That will affect the success of the work and the goals of the group. The essence of extremely powerful potential is the ability hidden within a person or a group. and can be pulled out If stimulated from outside Development of people, knowledge, abilities, and product development associated with different strengths and weaknesses At its heart are the characteristics of a strong community: leaders, relationships, and activities that require cooperation or participation. Therefore, the strength that represents the potential of any community comes from culture, ability to respond to problems and learning process (Tancharoen, 2018).

Transformational Leadership Theory

A new paradigm means that the leader is the one who motivates the followers to have higher needs, realizes the importance and value of purpose, and takes into account the benefits of the organization, team, and policies over personal interests and elevating demand (Bass & Avolio, 1994).

Bernard M. Bass & Ronald E. Riggio, (2006) propose elements of transformational leadership by using the abbreviation "4 Is" consisting of:

(1) Idealized Influence Charisma or Charisma Leadership is where leaders act as role models for their followers, intelligence, competence, willpower, self-belief, and ideology. Leaders are admired, respected, trusted, and proud of their followers. Leaders have the vision and can pass it on to their followers. Leaders are able to control emotions in critical situations. Leaders are highly moral and ethical people, avoid using power for personal gain, and behave for the benefit of others and for the benefit of the group.

(2) Inspiration Motivation is how leaders act in motivation to inspire their followers by inspiring, giving meaning, and challenging their work. Leaders encourage enthusiastic team spirit by creating a positive attitude and positive thinking. Leaders show devotion or commitment to common goals and visions and demonstrate confidence and determination to achieve goals. This will allow the followers to overlook their interests. Leaders help followers develop their commitment to long-term goals.

(3) Intellectual Stimulation: Leaders encourage their followers to be aware of the problems that arise in the organization. This makes the followers want to find new ways to solve problems and come to new and better conclusions which creates something new and innovative. Leaders have systematic thinking and problem solving, creativity, assumptions, and changing the framework of problem-viewing to face the situation in a new way. Support new initiatives in considering problems and finding answers to problems. Followers are encouraged to try to find a solution and express their thoughts and reasons. The leader does not criticize the thoughts of the followers although it differs from his opinion. Problems are challenging and a great opportunity to be solved together. Although some problems have many obstacles, leaders will prove that they can overcome all obstacles with the cooperation of all followers.

(4) Individualized Consideration: Leaders take care of individual followers and make followers feel

valued and important. Leaders will be advisors for the development of followers by taking care of the needs of the individual, considering differences between individuals, and giving the followers an opportunity to learn new and challenging things.

The conclusion from Quirke's analysis of covariates in change management found that there are four characteristics of change leaders: guidance, decision-making, problem solving, and promotion and support that affect organizational communication. (Kongpetdit & Chantuk, 2016).

Brundage & Mackeracher, (1980) proposed three forms of transferring local knowledge or wisdom:

1. *Directing knowledge transfer* helps learners acquire specific skills and knowledge needed to perform activities. The broadcasters provide information about the contents of the subject matter learned in a short time. Learners do not have to waste time researching on their own. build confidence and self-worth.

2. *Facilitative knowledge transfer* learners discover new meanings. Initiate creativity, attitudes, skills and practices from what is learned to combine what is learned. Previously studied or experienced Get along with what you've learned. It is the transfer of knowledge that helps learners develop their self-concept.

3. *Collaborative knowledge transfer* is a transfer process in which the conveyer and the learner work together to seek knowledge and creativity. Person who transfers knowledge must act as a learner as any other learner.

It can be seen that there are several methods of transmission of knowledge and local wisdom. "Age" may be used as a criterion for dividing recipient groups. It can be done by transferring local wisdom to children or adults, or may use a gradual socialization method. The receiver will learn according to the way of life and environment. The transfer of local wisdom in Thailand may lead to a controlled transfer of knowledge, facilitated knowledge transfer combined with collaborative knowledge transfer This fixes the group management issue, manage members' time and support participation as well. However, choosing the mode of transmission can be done within the household. Local sages within the community or learning from experts in a specific subject.

Research Conceptual Framework

The results of the literature review of concepts, theories, and related research are used to formulate a research conceptual framework. The variables were studied according to the key characteristics of community enterprises and community potential factors, together with the important elements of community potential that indicate 6 areas of leaders, body of knowledge, learning processes, community organizations, support from external agencies, and performance which arise from the synthesis of concepts, theories, and research results about the potential development of community enterprises.

Research methodology

Data and key informants

Selection of specific key informants based on ongoing recommendations from government agency executives and 50 key informants who are willing to be interviewed, covering all 13 sub-districts of U-thong District, and liaised with community leaders for setting the available focus groups. The key informants were interviewed, which consisted of the Deputy Governor (Supervising community development work), Sheriff, the manager of the Special Area Development Administration for Sustainable Tourism (DASTA7), executives and representatives of local government organizations, and community leaders in U-thong District. Focus groups were conducted with community enterprises' chairmen and members. We studied the readiness and potential of community enterprises, leadership, problems, obstacles in developing the potential of community enterprises, and guidelines for developing the potential of community enterprises in product development from local wisdom.

Data Collection

The researcher studied the information of community enterprises in U-thong District from the website of the Community Enterprise Promotion Division, Department of Agricultural Extension. Primary data of key informants was gathered from the interviewing and organized focus groups by interviewing from the advice of community leaders who are alumni of Bansomdejchaopraya Rajabhat University, who introduce people who provide important information about community products and strong community enterprises in U-thong District, consists of Deputy Governor, District Chief, Province and U-thong District Development Officer, Manager of Special Area Tourism Development Organization - The Ancient City of U-thong Special Area Office (DASTA7), including the chairman of the community enterprise. The research team held a meeting

with key informants to clarify the objectives of the research and the selection of potential prototypes for product development from local wisdom. And we held group discussions to classify community products, study the readiness of the group, and expand the results of a study on the potential of the group to be selected as potential prototypes of community enterprise.

Data Collection Tools

1. Interview form, for executives of government agencies and local administrative organizations, and the chairman of the community enterprise, contains questions about a strong group of manufacturers that have a reputation and have been working for many years, types of community products in each sub-district, readiness to develop community products in various sub-districts of U-thong District, strong community enterprise, characteristics of operations, knowledge, ability to manage problems, limitations, and obstacles in operation.

2. Discussion issues for organizing group discussions between community leaders and community enterprises' members contain questions about community enterprises that are ready to develop community products, roles and duties of the group chairman, member participation, use of local wisdom in the production of goods or services, readiness for operation, external support, limitations, and obstacles in product development that linked to local wisdom, and annual operating results.

Data Analysis

The researcher used the method of content analysis for the analysis of community potentials and digested the factors of the communities' potentials into the tables and then analyzed the contents of nine research results of potential community enterprises in Thailand combining the data from key informants, using descriptive and tabular descriptions to analyze the potential components of community enterprises to select the prototypes. Another part of the study on the prototypes' SWOT analysis for summarized limitations and obstacles in product development are linked to local wisdom of potential community enterprises and the guidelines for developing the potential of community enterprises in U-thong District.

Testing of Research Instruments

Validity testing by offering an interview form to 3 of research experts to check the appropriateness of the content and the content validity is consistent with the research objectives.

Research Results

To classify the community products of community enterprises in U-thong District, there are community products linking to local wisdom in U-thong District namely processed agricultural products. organic farming, pets, souvenirs, apparel, and household. There are 20 groups that are ready to develop community products from local wisdom and are ready in terms of manpower and raw materials. More knowledge and skills are needed in processing products from local wisdom especially the processing of woven fabrics, fruits and vegetables, and the ability to distribute online.

From the concepts and research results on the potential development of community enterprises (Table 1), the researcher can classify 6 aspects of the potential factors of community enterprises, which can be used to select 2 groups of model community enterprises with potential for product development from local wisdom and operates in accordance with the main characteristics

Table 1 Classification of potential factors of community enterprises based on research results

Researcher	Potential factors of Community Enterprises					
	Transformational Leadership	Knowledge	Learning Process (Participation)	Organization and Network	Outside Supporter	Positive Performance
Poungprayong & Chantaranamchoo, 2013	✓	✓	✓		✓	✓
Promsaka Na Sakolnakorn & Sungkharat, 2014	✓	✓			✓	✓
Rooplor, Promtat, & Wongwiwitkul, 2013	✓	✓	✓	✓	✓	✓
Klinkhachon, 2015	✓		✓	✓	✓	
Kenaphoom, 2015	✓	✓			✓	✓
Imruang & Mongkolsrisawas, 2011	✓	✓	✓	✓	✓	✓
Tangrujikun, et al., 2016	✓	✓	✓	✓		✓
Srimitree, 2016	✓	✓	✓		✓	✓
Chandang, 2013	✓	✓	✓	✓	✓	

of community enterprises. The potential community enterprise must have the characteristics of a true community enterprise (Table 2) which consists of 1) community owned and operated, 2) use of raw materials, resources, capital, labor in the community, 3) mainly use of wisdom in the community (may be combined with universal wisdom), 4) project plans (enterprise plans) in accordance with the objectives of community enterprises, 5) having participation and learning processes, and 6) having self-reliance of families and communities as goals. In addition, all 6 elements of community potential must be present (Table 3).

Table 2 Fundamentals of community enterprises (Key characteristics of community enterprises)

Fundamentals
Important characteristics of community enterprises
1) community owned and operated
2) use of raw materials, resources, capital, labor in the community
3) mainly use wisdom in the community (may be combined with universal wisdom)
4) project plans (enterprise plans) in accordance with the objectives of community enterprises
5) having participation and learning processes
6) having self-reliance of families and communities as goals

Table 3 Components of Potential Factors of Prototypes

Transformational Leadership
1. Ideological influence
2. Inspiration
3. Intellectual stimulation
4. Consideration of individuality
Knowledge
1. Arts and culture
2. Tradition
3. Local wisdom
Learning Process
1. Co-thinking (and creativity)
2. Co-work
3. Co-development
Organization and Network
1. Bundles
2. System, rules
3. Participation and Cooperation Process
4. Learning from other groups
Outside Supporter
1. Tools, machines, materials and equipment
2. Academic/Knowledge
Positive Performance
1. Increased income/profit
2. Reduce costs
3. Prevent problems / reduce problems

In the process of selecting a model community enterprise that has the potential to develop products and develop a group clearly, from the study of the management style and operating characteristics of community enterprises in the area and the interview with key informants, we find that the two prototypes of potential community enterprises are Ban Yang Lao Weaving Community Enterprise, Ban Don Sub-district, a group of woven fabric products originating from traditional wisdom that is the identity of the Thai Song Dam ethnic woven cloth; and Thung Thong Sustainable Organic Agriculture Community Enterprise, Chorakhe Sam Phan Sub-district, organic products group which has complete community potential components. Especially the outstanding leadership of change that affects the enhancement of potential in all other areas, which causes the group to have a good performance, which is non-toxic agricultural products, costs reduced, and revenues increased. The group's chairman and members work together to create and enhance local knowledge and wisdom, maintain, and create something different, up to date with the new generation, and have a process of continually collaborating.

Community potential that affects readiness for community product development in various sub-districts of U-thong District, Suphanburi Province, depends on the strength that was the result of the beginning of group formation. Group leaders play a very important role in building the strength of the group from the start. For a strong group that has continued to this day, the highlight is the leader with creativity, human relations, and curiosity. This gives the group chairman the opportunity to study abroad, and persistence in coordinating and obtaining government support (Buntham, Interview, July, 19, 2017) Besides members' cooperative success comes from leaders who constantly improve their knowledge and skills, and responsible for transferring their own knowledge and experiences to the members through a combination of directing knowledge, facilitated knowledge transfer, and collaborative knowledge transfer.

Limitations and obstacles in product development are linked to local wisdom. Other weaker community enterprises have similar operational problems, that is, some groups start out with the key characteristics of community enterprises. Over time, the group has been affected somewhat by economic conditions, or some relationships within the group, causing some members to not participate in the production and distribution.

Chairman develops products and markets by himself for the survival of the group. This allows the group chairman to play the main role and make decisions in all matters. As a result, members lack understanding of correct and appropriate operating principles. Intra-group relationships become weak. These are major causes of the weakness and imperfections of organizations, communities and networks. Some groups have negative performance and therefore discontinued production. Many groups lack an understanding of their roles as members of the group, whether attending a meeting, recognition, and opinions on investment and operating results, causing conflicts of interest or roles. Therefore, many groups have changed their operations to some private businesses. Many groups halt operations when there are no trade shows or no government orders. Community enterprises with opportunities to participate in provincial and district development processes can strengthen the group as more members participate in operations.

Chairman and members of 20 community enterprises who are ready to develop products from local wisdom have opinions in the same direction as executives of government agencies and local administrative organizations, namely the limitation of manpower (Chankrabi, Interview, May, 19, 2017). Most of the members are elderly people with limited time to attend and participate in development due to their health. Community enterprises are ready for raw materials and local wisdom for development but lack manpower and lack knowledge and skills in modern product processing because most of the chairman and members are elderly (Munphet, Interview, July 19, 2017). They also lack transformational leaders to influence ideas, knowledge, and inspiration for members. Farmers still believe that chemical fertilizers produce high yields. They want to know and confirm the good results of organic agriculture by doing it as an example. which takes a long time to create an understanding and persuade to follow (Krikruan, Interview, November 22, 2017). The development of knowledge will affect the quality of products and the development of distribution channels that reach more customers will help members see more income channels than work to support their families (Songserm, Interview. July 19, 2017). The main obstacle is the competition for both community products and industrial products (Pongpanich, Interview, July 19, 2017), coupled with the popularity of today's consumers who want modern fashion products, combined with technology in both production and distribution (Cherdchan, Interview, July 19, 2017).

Guidelines for developing the potential of community enterprises. Sustainable development of community products from local wisdom must be based on self-reliance. subject to the above limitations and obstacles. Start from planning, and actual implementation of the plan with an emphasis on the principles "community owned and operated" and uses raw materials, resources, capital, labor in the community. Use wisdom in the community (maybe mixed with international wisdom), create projects and plans, create the process of participation and learning process. Transformational leaders develop programs with knowledge and creativity together with members through the learning process. Seek support from outside agencies to resolve existing limitations. Governments and local governments will play an important role and responsibilities in developing group leadership and participation, along with enhancing knowledge and skills in the processing of products from local wisdom through collaborative learning processes in the community and community enterprise networks.

The concept of community potential, related research findings, and learning outcomes from model community enterprises about the potential of community enterprises, point out that the main factor in building the potential of community enterprises to be strong is the leader. (Chairman of the group). Leaders who are diligent and patient to contend with the attitude of preserving culture and traditional wisdom. The chairman of the community enterprise of Ban Yang Lao Cheek Weaving Group, has persevered in proving good results in preserving the culture of weaving and wearing. Woven, continually developed into the creation of household products and souvenirs. And Chairman of Thung Thong Sustainable Organic Agriculture Community Enterprise commits to learning and changing the attitudes of members by creating chemical-free products, vegetables, and transforming them into a variety of products that are good for the health of producers and consumers with traditional wisdom in organic farming of the group continued through working together to think, and develop the members for a long time since the founding of the group to the present, with the knowledge (wisdom) of the original and new knowledge, ideas, abilities, and expertise of people in the group which arises from experience in society through adaptation and living in a social environment.

Discussions

From the study of potential factors of most community enterprises in U-thong District, it was found that the chairman and members have knowledge and competence about local wisdom and privatization. Community enterprises are ready in terms of manpower and raw materials but need more knowledge and skills in processing products from local wisdom, due to a lack of stimulation with new knowledge and creativity. A community that can be strong and has potential must work together to think, plan and develop. potential is the ability, availability, or qualities that are latent in a person Development of people, knowledge, abilities, and product development are the characteristics of strong communities, leaders, relationships and activities that require cooperation or participation (Putnam, 1993) (Makcharoen, 2019).

The prototypes of community enterprise have a model of operation and participation that is appropriate to the context of the community. The group chairman is committed to knowledge development and can lead members to learn through action. And the operation is in accordance with the main characteristics of community enterprises according to the intent of the establishment and in accordance with the Community Enterprise Promotion Act. In addition, the heart of the management and operations of the group chairman and members is "The potential of community enterprises" in developing organizations and products with distinctive cultural and intellectual characteristics. Consistent with the main characteristics of community enterprises, namely good leaders, applying and developing a body of knowledge connected to culture and traditional wisdom, the collaborative learning process of members, community, organizations, and networks with acceptance of the rules and regulations. External support is power for knowledge, development and good management processes, and satisfactory performance of members (Srisontisuk, 1994). The ability of the associates or followers has been developed to a higher level and has more potential (Janpla, Songsuwong, Kijkar, & Wongsaming, 2016). Leaders demonstrate the ability to stimulate interest between associates and others, developing the abilities of associates and followers to a higher level (Bass & Avolio, 1994). As well as the research results of Duanguppama, 2014, studying the guidelines for developing good management potential of community enterprises in Kalasin Province. This is a study on the approach to promoting and developing potential according to the Sufficiency Economy Concept of Ban Non Sa-nga, Nong Kung Sub-district, Mueang District, Kalasin Province. It's found that the guidelines for developing good management potential of community enterprises are divided into 3 parts: leadership development and participation of community enterprise members, development of good management of community enterprises, and sustainable development of community enterprises. Including the research results of Imruang & Mongkolsrisawas, 2011 study on the guidelines for developing the potential of community enterprises of Ban Wai Lum Silk Weaving Group, Kenaphoom, 2015 study on the guidelines for developing the effectiveness of community enterprises in Maha Sarakham Province, Klinkhachon, 2015 study on the potential development of community enterprises, Ban Khao Na herbal compress ball product group in Ton Yuan Subdistrict, Phanom District, Surat Thani Province, Srimaitree, 2016 study on the development of the form and potential of community enterprises in cultural tourism according to local identity for tourists in Ubon Ratchathani Province, and Tangrujikun, Kumsri, Rattana, & Sakulsak, 2016 study on Management potential of community enterprise Nameunsri cloth weaving group, Trang Province. All of them have research results on the potential of community enterprises that have 5 key elements: leadership, knowledge, community organizations, collective learning processes, and community organizations and networks.

Weak community enterprises have similar operational problems, namely members lack understanding and a lack of focus on participation in thinking, production and development. Chairman of the groups develop products and markets by themselves for the survival of the group. This allows the group chairman to play the main role and make decisions in all matters. Lack of participation and weak relationships within groups are major causes of the weakness and imperfections of community organizations and networks. The group lacks an understanding of their role as a group member whether attending a meeting, recognition and opinions on investment and operating results, which causes conflicts of interest, or roles and duties. The same as research findings on Role of Participation in Community Development of Sub-district Administrative Organization Members and the Village Headman in Song Phi Nong District, Suphanburi Province. The problem is the role of participation in community development, insufficient budget, and people's non-cooperate.

Community should be developed to meet the needs of the people and should encourage more people to participate (Wongsuwan & Sanglerduthai, 2011).

Two model community enterprises are distinguished in the sustainability dimension with leadership strengths and diligence in learning to continually create group productivity through working together for a long time since the founding of the group to the present with traditional knowledge (wisdom) and new knowledge, abilities, and expertise of people in the group which arises from experience in society through adaptation and living in a social environment, learn the culture with other groups from other areas and environments that have been interconnected and adapt for use or solving problems in the environment and social-cultural context of the community according to the concept of Buasai, 2004, especially the subject of local wisdom, it is both a science and an art of living life, passed on for a long time. The knowledge body of wisdom is the science part. As for the artistic part, it is knowledge that is both good and beautiful, and people invented not only with brain but also with emotion, feeling and spirit. Therefore, indigenous knowledge is an understanding of the world and life in relation to ways of thinking and practices. Local wisdom is not specific knowledge but is a holistic knowledge, which reflects thoughts, beliefs, ambitions, social rules relationship between family members, people in the local community, and various customs. Local wisdom is the most important foundation of life. This is because local wisdom is all knowledge that the community uses to solve problems or sustain their lives.

Members' cooperative success comes from leaders who constantly improve their knowledge and skills, and responsible for transferring their own knowledge and experiences to the members through a combination of directing knowledge, facilitated knowledge transfer, and collaborative knowledge transfer according to the concept of Brundage and Mackeracher, 1980.

Guideline for developing potential community enterprises, group members including government and local all play an important role. It consists of five components: change leadership, body of knowledge (local wisdom), learning process, community organization (seriously implementing the nature of community enterprise), and support from external agencies. This is consistent with the research results of Chandang , 2013, which finds that the capacity building of community organizations to be strong comes from knowledge management and learning of people in the community, community resource management and the development of organizations in the community. This requires participation in supporting the strong trilateral community, including community organizations, government organizations, and supportive organizations. In addition, having better performance is important to ensure that community enterprises have the potential. This is in line with the concept of Buasai, 2004 that uses the dimension of looking at the local community to project the characteristics of the locality that, in a particular locality, there is four main bases of local power as the core of society: resource bases, social networks, knowledge systems, and culture and beliefs. If any local community has common beliefs or values, that community will have quality social network connections, and sharing knowledge with each other will be easy. All community enterprises can review the 6 potential components to find strengths that can reduce weaknesses. While the strengths of the group can be used to avoid or eliminate external obstacles as well.

Suggestions

1. People: Community enterprise members should be aware of the importance of group leaders and learn creative ideas/behaviors that benefit the public, as an innovator or founder in the sense of ideological leadership in order to be confident in the principles and to join in building the strength of the community with knowledge (wisdom/culture of the group or ethnic). An important aspect of developing transformational leaders is the study of both principles and external worldviews. Therefore, the group chairman and/or assistant should reduce the burden of production and marketing operations in order to plan product development and build more relationships with networks and government agencies. The job duties are allocated to suit the knowledge and abilities of the members to create a bond with the organization and pride in the value of every job.

2. Process: Community enterprises should focus on developing knowledge on strategic planning and applying strategic management techniques to their operations. In particular, all members should be involved in the planning process to develop a systematic operation by using computers and mobile phones as tools for working and communicating at all stages.

3. Technology: Community enterprises should apply technology for product development and marketing

knowledge by relying on the new generation to become members of community enterprises, and inheriting traditional wisdom and modern knowledge by giving importance to development with community enterprise networks. Especially, Group leaders and members of community enterprises should take seriously the utilization of computers, tablets and mobile phones for planning. in planning, production, distribution and marketing by dividing duties according to their expertise and preferences.

4. Community development offices at the provincial and district level, and local administrative organizations should determine projects to develop leaders and networks of community enterprises to upgrade products and markets of community enterprises.

5. Relevant government agencies and local government organizations should formulate a plan for developing housewives' group and community enterprises in the development of production processes, product design, and marketing. This is considered a practical support that has seen clear results after it has been developed at the provincial and district levels. In addition, knowledge support and on-site monitoring to follow up on problems should be continued.

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