



การศึกษาแนวทางการพัฒนากลุ่มผลิตภัณฑ์ ชุมชนและท้องถิ่นในจังหวัดเชียงราย

A Study of Development Strategies for OTOP in Chiang Rai

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บทคัดย่อ

การวิจัยครั้งนี้มีวัตถุประสงค์เพื่อศึกษาแนวทางการพัฒนาผลิตภัณฑ์ชุมชนและท้องถิ่น กลุ่มลูกค้าเป้าหมายของกลุ่มผลิตภัณฑ์ชุมชนและท้องถิ่น แนวทางการพัฒนาผลิตภัณฑ์ชุมชนและท้องถิ่น ด้านพฤติกรรมของผู้บริโภค แนวทางการพัฒนาผลิตภัณฑ์ชุมชนและท้องถิ่น ด้านความคิดเห็นของผู้บริโภค และความแตกต่างระหว่างลักษณะด้านประชากรศาสตร์ของผู้บริโภคกับแนวทางการพัฒนาผลิตภัณฑ์ชุมชนและท้องถิ่น ด้านความคิดเห็นของผู้บริโภค โดยวิเคราะห์ข้อมูลจากการสอบถามกลุ่มผู้ผลิต/ผู้ประกอบการ จำนวน 257 ราย กลุ่มผู้บริโภคผลิตภัณฑ์ชุมชนและท้องถิ่น จำนวน 850 ราย ใช้โปรแกรมสำเร็จรูปคอมพิวเตอร์ หาความถี่ ร้อยละ ค่าเฉลี่ย ส่วนเบี่ยงเบนมาตรฐาน และวิเคราะห์ข้อมูลจากการสัมภาษณ์เจ้าหน้าที่พัฒนาชุมชน 24 ราย โดยการแยกแยะและจัดหมวดหมู่ของข้อมูล นำเสนอโดยการบรรยาย

ผลการศึกษาพบว่า กลุ่มลูกค้าเป้าหมายของกลุ่มผลิตภัณฑ์ชุมชนและท้องถิ่นในจังหวัดเชียงราย เป็นเพศหญิง มีอายุระหว่าง 41-50 ปี ระดับการศึกษาประถมศึกษา อาชีพค้าขาย/กิจการส่วนตัว และ

มีรายได้เฉลี่ยต่อเดือนต่ำกว่า 5,000 บาท แนวทางการพัฒนากลุ่มผลิตภัณฑ์ชุมชนและท้องถิ่นในจังหวัดเชียงราย ด้านความคิดเห็นของผู้บริโภค โดยภาพรวม มีความคิดเห็นอยู่ในระดับปานกลาง เมื่อพิจารณาเป็นรายด้านพบว่า ด้านที่มีค่าเฉลี่ยสูงสุด คือ ด้านสินค้า การเปรียบเทียบความแตกต่างระหว่างเพศ อายุ ระดับการศึกษา อาชีพ และรายได้เฉลี่ยต่อเดือนของผู้บริโภคกับแนวทางการพัฒนากลุ่มผลิตภัณฑ์ชุมชนและท้องถิ่น ด้านความคิดเห็นของผู้บริโภค พบว่า โดยภาพรวม แตกต่างอย่างไม่มีความสำคัญทางสถิติที่ระดับ .05

คำสำคัญ: แนวทางการพัฒนา ผลิตภัณฑ์ชุมชนและท้องถิ่น

Abstract

The objectives of this study were to study the development strategies for OTOP in Chiang Rai Province; to study consumer target groups; development strategies with regard to consumer behaviors, and opinions; and the relationship between demographic characteristics of OTOP consumers and OTOP development strategies with regard to consumer opinions. The data collection involved 257 OTOP producers/entrepreneurs and 850 OTOP consumers who responded to the questionnaire. The quantitative data was analyzed and reported using frequency, percentage, mean, and standard deviation. Twenty-four community development officers were also interviewed to solicit qualitative data. Content analysis was employed to analyze the interview data. The findings revealed that the majority of OTOP consumer target groups in Chiang Rai Province were female, aged between 41 and 50 years old with a primary educational background. Their career choice was merchant and entrepreneur, with an average monthly income of less than 5,000 baht. In the interview, Chiang Rai OTOP consumers voiced a moderate level of satisfaction towards development strategies for OTOP in Chiang Rai, especially, with regard to the product domain. Comparison results between OTOP consumer demographic factors including gender, age, education, career, and monthly income and their intention to formulate development strategies for OTOP were generally different with no statistical significance at the confidence level of .05.

Keywords: Development Strategies, One Tambon One Product

Introduction

The economic crisis in 2540 B.E. caused Thailand's economy to slump, which resulted in stagnation in the industrial and agricultural segments. In the industrial segment, countless factories downsized their manufacturing capacities and some simply closed down. In the agricultural segment, food-product prices were in freefall. This economic recession brought burdens to every walk of life nationwide, including poverty and inequality of income. Therefore, the government, in an effort to revive the economy from recession, initiated OTOP projects with an aim to jump-start local community resources and wisdom in developing qualified products representing the unique geographical and cultural identities of the products. The products, therefore, could be domestically and internationally available through various types of distribution channels such as local shops, network marketing, and the Internet. The government then took scaffolding roles by providing extensive support to the OTOP community such as modern manufacturing and management schemes so the community and the people could become self-sufficient and could earn a new form of income.

However, the OTOP project still faces some observable problems with regard to manufacturing, marketing, management, accounting, and financial support. The

manufacturing cost has soared, which led to uncompetitive prices when compared with other products available in the market. The OTOP marketing coverage was also limited so OTOP consumers were restricted to only the low- and middle-income groups. In addition, management seemed ineffective, resulting from unclear job responsibilities and an hierarchical decision structure for the staff. Furthermore, accounting did not meet its intended standards resulting in unreliable accounting data. Finally, financial support was insufficient and management of the capital was also ineffective.

The observable problems outlined in the above discussion led to the need for OTOP producers to be equipped with development strategies as a means to solve the problems and to upgrade the business into the international market place in the future. Thus, this study is designed to meet this demand with an aim to investigate development strategies of OTOP in Chiang Rai Province with regard to two domains: consumer opinions, and related government policies. Results of the study will then be used to formulate development strategies for OTOP in Chiang Rai Province.

Research Objectives

To study OTOP consumer target groups in Chiang Rai Province; to study OTOP

development strategies with regard to consumer opinions and to study the relationship between consumers' demographic information and development strategies for OTOP with regard to consumer opinions.

Methodology

The data collection involved 257 OTOP producers/entrepreneurs' and 850 OTOP consumers' responses to the questionnaire. The quantitative data was analyzed and

reported using frequency, percentage, mean, and standard deviation. Twenty-four community development officers were also interviewed to provide the qualitative data. Content analysis was employed to analyze the interview data.

Research Results

The results of an investigation of development strategies for OTOP in Chiang Rai Province were outlined in Table 1.

Table 1: An overview of Development Strategies for OTOP in Chiang Rai Province

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Manufacturing	4.01	.54	High
2.	Marketing	3.56	.71	High
3.	Management	4.00	.82	High
4.	Accounting	3.78	.95	High
5.	Finance	3.53	.87	High
Total Mean		3.77	.66	High

From Table 1, the findings revealed that in the overview, a high level of development strategies for OTOP in Chiang Rai Province

was observed. However, the manufacturing domain was rated the highest level.

Table 2: Development Strategies for OTOP in Chiang Rai Province regarding the Manufacturing Domain

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Manufacturing and Planning Units	4.04	.59	High
2.	Manufacturing Facilities	3.94	.76	High
3.	Quality Control	4.40	.59	High
4.	Manufacturing Enhancement	3.66	.78	High
Total Mean		4.01	.54	High

From Table 2, the findings showed that development strategies for OTOP in Chiang Rai Province regarding the manufacturing domain

were at an overall high level of implementation. However, the domain holding the highest level was quality control.

Table 3: Development Strategies for OTOP in Chiang Rai Province regarding the Marketing Domain

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Product	3.39	.88	Moderate
2.	Price	4.11	.68	High
3.	Distribution	3.67	.92	High
4.	Marketing Promotion	3.05	.92	Moderate
Total Mean		3.56	.71	High

According to Table 3, the results show that in general the development strategies for OTOP in Chiang Rai Province regarding the

marketing domain was reported at a high level. However, the domain gaining the maximum mean score was price.

Table 4: Development Strategies for OTOP in Chiang Rai Province regarding the Management Domain

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Establishing a clear organizational structure	3.47	1.20	Moderate
2.	Establishing clear job responsibilities	4.05	.94	High
3.	Holding transparent elections or appointment of qualified persons to meet the job qualifications and organization's regulations	4.04	1.01	High
4.	Announcing clear rules and regulations to the staff for performing the tasks	4.01	1.02	High
5.	Showing clear payment rates for the job	3.98	1.12	High
6.	Providing benefits for members on a fair basis	4.26	.93	High
7.	Staff holding sufficient knowledge to perform the tasks	4.14	.96	High
8.	Staff to attend seminar showcasing companies holding the best management practice organized by public or private organizations	4.05	1.03	High
Total Mean		4.00	.82	High

From Table 4, the findings show that development strategies for OTOP in Chiang Rai Province regarding the management domain

were considered high. However, the domain holding the highest mean score was providing benefits for members on a fair basis.

Table 5: Development Strategies for OTOP in Chiang Rai Province regarding the Accounting Domain

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Accounting staff adequately qualified for accounting position	3.74	1.10	High
2.	Accounting staff were provided with or allowed to attend training organized by public or private organizations	3.73	1.14	High
3.	Accounting records were maintained in an up-to-date manner	4.04	1.05	High
4.	Accounting records were immediately recorded in a systematic manner	4.04	1.05	High
5.	Accounting documents were categorized in monthly/annual records	3.69	1.19	High
6.	Accounting records were audited on a regular basis	3.88	1.16	High
7.	Accounting system showed standardized accounting protocols	3.37	1.29	Moderate
Total Mean		3.78	.95	High

According to Table 5, the results show that development strategies for OTOP in Chiang Rai Province regarding the accounting domain were reported at high level. However, the domains holding the highest mean score

were that accounting records were recorded in an up-to-date manner and accounting evidence was immediately recorded in a systematic manner.

Table 6: Development Strategies for OTOP in Chiang Rai Province regarding the Finance Domain

No.	Strategies Undertaken by Producers and Entrepreneurs	\bar{X}	S.D.	Implementation Level
1.	Product cost was analyzed regularly	3.97	1.03	High
2.	Maintained an analysis of break-even point	3.89	1.10	High
3.	Maintained an analysis of return on an investment	3.79	1.14	High
4.	Possess financial support from external units beyond the groups, e.g. banks, village funds, etc.	3.11	1.42	Moderate
5.	Show financial plan by increasing an investment amount from the members, e.g. calling for an increase of stocks from holders	2.91	1.35	Moderate
Total Mean		3.53	.87	High

From Table 6, the results show that development strategies for OTOP in Chiang Rai Province regarding the finance domain were reported at a high level. However, the domain holding the highest mean score was that the product cost was analyzed on a regular basis.

Furthermore, various indicators of OTOP consumer behavior were reported. For example handmade rattan baskets, alcoholic products such as wine, crispy pork skin, herbal soap, and textile (Pha sin) were the most frequently bought items. Purchasing purpose being for household consumption indicated that purchasing was more frequent than 6 times per year, with 1-2 items per transaction. The purchasing amount was below 500 baht per transaction. Purchasing purposes for seasonal gifts was also reported such as for New Year, Songkran, etc. The significant influencing factor for the purchasing decision

was the unique identity of the product. The channel for consumer accessing the product was consumer self-access to the manufacturing area. Self-decision to purchase and repurchase the product also indicated consumer behavior. Word of mouth was reported as a means for consumers to get to know about the product. Furthermore, the majority of OTOP consumer target groups in Chiang Rai Province were females aged between 41 and 50 years old with a primary education background. Their career choice was merchant and entrepreneur with an income range below 5,000 baht per month.

For OTOPs targeted markets of individual categories, such as beverages, in Chiang Rai it was found that most consumers were female aged between 41 and 50 years old, with a primary education level and an average income of less than 5,000 baht a month from their own business. In addition, OTOP consumers also included

domestic and overseas buyers such as from China, Taiwan, Hong Kong, USA, Malaysia, etc. For target markets for textiles it was found that most consumers were female aged 41-50 years with a primary education level and a monthly income of less than 5,000 baht as employees and farmers. In addition, there were retailers who purchased OTOP products to sell in other provinces nationwide, such as Bangkok, Udonthani, Ubonratchathani, etc. Regarding OTOP target markets for utensils in Chiang Ra, it was found that most consumers were female aged 41-50 years with a primary education level and an average income of less than 5,000 baht a month as workers and farmers. In addition, OTOP consumers also included domestic and overseas buyers such as China, Lao PDR, etc. OTOP target markets in Chiang Rai for herbs were found to be mostly female consumers aged 41-50 years with bachelor's degrees and an average income of less than 5,000 baht a month from their own business. In addition, OTOP Herbs were also popular with domestic and overseas consumers such as China, Lao PDR, etc. OTOP foods in Chiang Rai targeted mostly female consumers aged 41-50 years with a primary education level and an average income of less than 5,000 baht a month from their own business. Furthermore, OTOP foods also included domestic and overseas buyers from places such as China, etc. Notably, intermediary channel and

domestic and overseas exhibitions were two main distribution channels for the five categories of OTOP products in Chiang Rai.

In the overview, OTOP consumers in Chiang Rai indicated moderate levels of satisfaction towards development strategies for OTOP in Chiang Rai, especially, with regard to the product domain. The product domain held the highest level of satisfaction from consumers. However, the subdomain holding the highest mean score was that OTOP products communicate 'Thainess,' showing Thai arts/culture/wisdom. The service domain also received high levels of satisfaction from consumers. The subdomain holding the highest mean score was delivery service in the case of bulk purchases. Likewise, the price domain gained a high level of satisfaction from consumers. The subdomain receiving the highest mean score was reasonable prices for the product quality. The distribution channel domain also held moderate level of satisfaction from consumers. The subdomain gaining the highest mean score was cleanliness of OTOP outlets. The marketing promotion domain received moderate satisfaction from consumers. The subdomain holding the highest mean score was friendly personalities of the sales staff.

Overall, the consumers' opinion towards development strategies for OTOP in Chiang Rai was different among the respondents

from different gender groups but without statistically significance at the confidence level at .05. Likewise, at the confidence level of .05, different opinions were found with no statistical difference among consumers from different demographic background regarding price, service, distribution, and promotion factors.

The development strategies for OTOP supported by the local community and the government sectors were also reported. The government role towards development strategies for OTOP in Chiang Rai was considered productive in that with government support OTOP producers could run the marketing activities and generate the sales extensively. In addition, OTOP products in Chiang Rai held outstanding potential because manufacturing of the product was higher quality, but the products were still considered not attractive for the international market.

Furthermore, problems, solutions, and suggestions observed from the respondents with regard to OTOP producers and the government sector were: 1) The lack of knowledge and understanding about management, operation, and determination of OTOP producers in running OTOP businesses, so training to empower OTOP producers was reported as a means to solve this problem; 2) The lack of adequate budget support to

operate the OTOP sales activities, so financial support from the government could correct this inadequacy; 3) The lack of staff operating the OTOP activities, so budget and personnel support was suggested to meet this need; 4) The community paid little attention to OTOP projects, so it was suggested that benefits for the community as the result of OTOP projects should be clearly understood and publicly announced among the community members.

Conclusion and Discussion

Conclusion

Development strategies for OTOP in Chiang Rai were reported at a high level; however, the manufacturing domain held the highest level.

OTOP consumer target group in Chiang Rai was female aged from 41 to 50 years old. Their education background was at the primary level. Their career choice was merchant and entrepreneur with an income below 5,000 baht per month.

Consumers in general voiced their moderate satisfaction towards development strategies for OTOP in Chiang Rai; however, the product domain gained the highest level of consumers' satisfaction.

Comparison results between consumers' demographic factors (gender, age, education, career, and monthly income) and their

opinions with regard to development strategies for OTOP in Chiang Rai in general indicated different opinions among consumers from different demographic backgrounds, but with no statistical significance at the confidence level of .05.

The government role was reported as a supportive mechanism for OTOP development strategies in Chiang Rai in that, with government support, OTOP producers could run the sales activities extensively. An improved manufacturing ability was reported as a potential step up for OTOP producers in Chiang Rai, but access to the international market was still difficult due to the quality factor.

In addition, problems, solutions, and suggestions about the problems of the OTOP community in Chiang Rai were reported. The major problem was the lack of understanding, management, operation, and determination of the members in running the OTOP business. The solutions were that training should be provided to motivate the OTOP community in Chiang Rai for better determination to become OTOP entrepreneurs.

Discussion

OTOP consumers expressed their high opinion towards the product domain in the overview, and the sub-domain holding the highest mean score was OTOP products

showing Thai arts/Thai culture/Thai wisdom and identity. But, the findings were inconsistent with that of Phitsanu Keawnaichit (2004 : V). In his study of the development of marketing strategies of OTOP in Phitsanuloke: Case study of Housewives Group Ban Kwan Jai Pattana, Wat Bot District, Phitsanuloke Province, he found that OTOP producers in Phitsanuloke paid attention to packaging design focusing on beauty, attractiveness, and availability with different sizes in order to protect the product from damage. It can be seen that consumers and producers showed mismatched views towards the product. The first group paid attention to 'Thainess' of the product, while the latter focused on packaging design. OTOP producers should find a balance between packaging design and the needs of consumers.

OTOP consumers expressed their high opinion towards the price domain in the overview, and the sub-domain holding the highest mean score was reasonable price of OTOP products. However, the findings were inconsistent with that of Phitsanu Keawnaichit (2004 : V). The OTOP producers in Phitsanuloke preferred the one-price scheme by regulating the selling price from calculating the manufacturing budget plus 10% profit. On the other hand, the consumers preferred a reasonable price and quality product. Therefore, the producers should consider adjusting their pricing strategies.

Consumers expressed their moderate opinion towards the marketing promotion domain overall and the sub-domain holding the highest mean score was friendly staff. However, the findings were inconsistent with that of Phitsanu Keawnaichit (2004 : V) when marketing strategies were placed high on advertising and other media, which included radio, television, printed media, and billboards. The findings were also inconsistent with that of Tanaet Yukantawanitchai (2010 : 100) in the study of IMC (Integrated Marketing Communications), which maintained that the current trends of marketing communications, for effectiveness purposes, should mainly focus on reaching specific target groups more directly and intimately. Therefore, OTOP producers should review their marketing promotion strategies, which seemed inconsistent with the consumer's opinion in this regard.

Recommendations

Recommendations for application

The findings revealed that popular OTOP products were rattan baskets, alcoholic drinks, crispy pork skin, herbal soap, and textiles. So, public and private sectors should pay attention to support the development of the products to achieve outstanding quality and enhance the Chiang Rai identity. However, silverware,

Sa paper products, fruit juice, pineapple jelly, herbal beauty products, and silk textiles were reported having a low popularity among OTOP consumers. Likewise, public and private sectors should endorse the development of these products with the aim that the community would be able to generate new forms of income and become more self-sufficient in the future.

As a means to motivate and enhance productivity, OTOP producers should reward those who win prizes and bring recognition to the community.

OTOP producers should avoid using radio as an advertising channel because consumers pay little attention to this type of media.

Public and private sectors involving OTOP projects should train the OTOP community about an effective organization structure. Accounting should be systematized and meet with International standards. Investment capital should be increased, such as increasing the number of stocks held by each member.

The public and private sectors involved in the OTOP operation should promote the use of OTOP products such as rattan baskets, wine, tea, crispy pork skin, and textiles because these products are frequently in demand.

OTOP consumers tend to purchase only 1-2 items with a purchasing value below 500 baht per transaction. OTOP producers should seek new marketing strategies to attract consumers to buy more items with higher value, especially with an emphasis on word of mouth advertising. This channel was indicated as an influential communication tool by OTOP consumers.

OTOP producers should create a store image, promoting a direct channel to consumers at manufacturing areas or OTOP community outlets.

Public and private sectors should promote and empower OTOP producers to implement new media and technology for a more effective means of advertising and distribution of the products such as the Internet, which is becoming more popular with modern consumers.

OTOP products should be available with packaging designs that clearly indicate important details about the products such as manufacturing and expiry dates for consumers.

OTOP distribution outlets should be attractively decorated, clean, and have a relaxed environment with sufficient facilities such as seats to encourage the consumers to enjoy shopping for the products.

Based on demographic and consumer behavior principles, the results of this study

are beneficial to OTOP producers in implementing the market segmentation as a means to strategically planning OTOP target groups and to effectively positioning OTOP products in order to gain a profitable market share.

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