

The Approach of Upgrading Sustainability Competencies in the Market for One Tambon One Product Entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province, Thailand

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Received: September 23, 2021 Revised: November 1, 2021 Accepted: December 14, 2021

Abstract

The objectives of this study were to (1) study OTOP (One Tambon One Product) entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province, and (2) upgrade sustainability OTOP entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province. The mixed-method research technique was used in this study; the sample was 286 OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province; and the interviewees were seven groups of OTOP (One Tambon One Product) entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province. Questionnaires and interview forms were used to gather data, then analyzed using percentage, mean, and standard deviation statistics. The research results can be summarized as follows: 1) In Praiwan Subdistrict, Tak Bai District, Narathiwat Province, Overall, OTOP (One Tambon One Product), entrepreneurs' competencies, are at a high level. The character feature was the most important, followed by the knowledge feature, and the skill feature was the least important; and 2) upgrading sustainability OTOP (One Tambon One Product) entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province by arranging course training workshops including product photography workshop, online marketing, Facebook page, live broadcasting, group storytelling, packaging, and branding.

Keyword: Upgrading, Competencies, Entrepreneur, Sustainability, OTOP, Thailand

Introduction

OTOP products and services are currently seen as a lucrative sector for Thailand. As a result, the government and all relevant agencies accelerate to encourage OTOP and SME businesses to see the channels for product development, quality improvement, and utilities that are following customer demands by adopting the strengths of cultures, community's way of life, and wisdom to link the industrial and service sectors for generating symbols and extend market prospects, such as stimulating the regional economy and increasing community

revenue, to become more generally recognized, promote the preservation and continuance of Thai knowledge (National One Tambon One Product Committee, 2019). As OTOP products are unique and revealed the local identity, distinct characteristics. Planning is required to develop production quality to satisfy the criteria, product development to assure quality and fulfill customer requirements and in terms of marketing tactics to upgrade commercial prospects for OTOP products. Entrepreneurs should pay particular attention to customer specifics and innovative research ways to develop appealing items to attract customers and improve the products or modify the package format to make it more fascinating. In addition, they are creating a distinguishing characteristic to make the product credible with fresh ideas that stimulate buyers' interest in the product. Thailand's strength is one of Asia's most culturally significant tourism destinations, resulting in a greater growth rate of international tourists visiting Thailand. Thailand's symbolic or distinctive items are always in high demand on the market. As a result, marketing considerations are critical to the Thai OTOP product market (Community Business Promotion Division, 2017).

Additionally, OTOP products may also be used to generate income to generate money via wholesales or retails. Some products are also souvenirs as symbols of tourist attractions. It is a type of tourism that encourages more people to visit the products and services. The souvenirs generate memories of individuals, events, and stories, which can be artistically crafted symbols for those people, events, and narratives. To elicit or reinforce by thinking or ruminating about people, events, or stories constantly. As a result, the souvenirs are made to represent the people, stories, and places that visitors visit over a period. This includes souvenirs that are repurchased to their homeland for use or to be handed to close ones. (Murnpho, 2016). The souvenirs items are an integral part of every vacation plan. In contrast, most visitors like purchasing products and souvenirs; it has been discovered that purchasing goods and souvenirs is the first and final activity that most tourists engage in, even for business trips are often to acquire the souvenirs for their family or close friends before leaving. Furthermore, many tourists travel only for shopping. As a result, the souvenir market is crucial for tourism. The souvenirs are a popular choice among travelers, and they help excite and attract new visitors to specific locations (Chittangwattana, 2015).

In today's competitive world, the organizations require constantly improve their competitiveness, that the shift has resulted in increasing market and customer demand, which influenced the product life cycle is shortened, and the market is becoming more saturated. Therefore, improving the quality of products and services to a high level and faster than the customer's expectations at a competitive price is an urgent task. Strategies for building competitive advantage must therefore be clearly defined. Moreover, strategies should be developed and improved all the time (Phoocharoon, 2011). The organization's capacity to achieve efficiency, quality, innovation, and excellent customer response will determine its ability to compete. In the business world, superior performance is defined by the organization's profitability compared to other firms in the same industry (Naweeekarn, 2009); if the organization has more competitive advantages, that means more significant profit and return on investment.

The researcher surveyed the region of Praiwan Subdistrict, Tak Bai District, Narathiwat Province. Agriculture is the primary occupation for the majority of the villagers, the secondary source of income is handcraft, beside the Community Development Office, Narathiwat Province and Phatthanakan Tak Bai district required to promote and encourage villages in the subdistrict to get together to develop other careers for the locals, create jobs and generate money. Until there is an interesting product as Praiwan Subdistrict OTOP for example Krajood products, Batik products that have been guaranteed as a three-four-star OTOP. As many as seven OTOP operators joined together to build a business and upgrade revenue for members of the group. The research team will help build the competencies for entrepreneurs to be ready by leveraging the strengths or strengths in the resources available in the region to turn them into OTOP products. As a result, the researcher is interested in researching approaches for upgrading OTOP Entrepreneurs intending to generate market opportunities for sustainability competencies. Lastly, by providing OTOP entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province in all aspects, they may grow into OTOP entrepreneurs with a competency that strengthens the economy at the foundation level. Additionally, OTOP operators can maximize the competency of group operations to make them more efficient. Furthermore, it serves as an approach for improving the competency and developing the quality of OTOP products in research and other areas to generate competitive chances in the market sustainably, and add adding value in the creative economy through the use of money, resources, and culture in the region.

Objective

1. To understand and explore the OTOP entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province.
2. To upgrade the OTOP entrepreneurs' sustainability competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province.

Research conceptual framework

This research was conducted by mixed-method research techniques, which are quantitative and quality research. The researcher has developed a conceptual research framework by applying the concept of (Anthachai, 2017). It can be indicated as a diagram as follows:

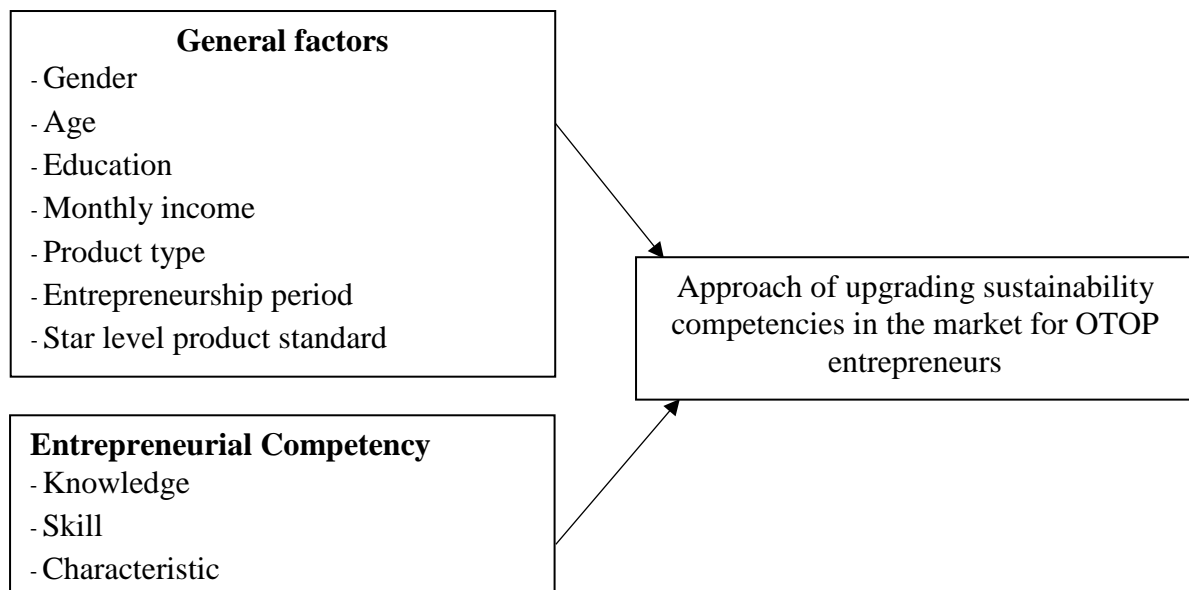


Figure 1 Research conceptual framework

Literature review

Entrepreneurial competency

Competency refers to a person's ability to handle challenging tasks in the future. Thus, any possible employee should be capable of dealing with any difficulties that may arise in future employment, and most importantly, the employee should be someone in whom the business can place its future trust. That would be to say, the competency employee (Polwiang, 2016). In addition, competency refers to the ability to take on more challenging tasks in the future, therefore, any competency employee is someone ready to deal with any problems that may occur in future work and the most important matter is that employee should be someone that the organization can entrust its future which is to be called prospective staff (Pantapalangura, 2001). Above and beyond, McClelland, the pioneer of competence management, has defined the definition and component of competency, stating that potential and competency is a latent personality, which can drive the individual to produce the best performance or meet specified criteria in the tasks for which they are responsible. As a result, competency is an assembly of knowledge, skills, and attributes expressed in many ways. The behavior concerning the work performed. Three factors that influence the intended expression were attitudes, inclinations, expressions, and motivations that offer the organization a competitive edge, such as passion, patience, and perseverance at work; values of constructive feedback for innovation and ongoing work improvement on (McClelland, 1999).

Competency is a characteristic of human behavior. It is a set of behaviors that organizations 'expect from government officers because they believe that if government officers behave in the manner that the organization expects, those officials will perform well and lead to the organization's achievement of its objectives; for example, determining excellent management performance is important since government officials' primary

responsibility is to offer services to the public, allowing government agencies to fulfill their goals, which include bringing benefits and enjoyment to the people. One primary component in the human resource development components includes 1) Knowledge to describe any subject accurately and effectively. It is divided into three types: meaning, process, implementation, and understanding; 2) Skills: the capacity to do any one thing well to be productive and achieve intended results. There are three levels of skill measurement: the level of complexity in practice, diversity level, and consistency level; 3) Practice is a person's way of expressing themselves or acting consistently with the task being performed. Advantageous performance is based on three factors: attitudes, inclinations, expressions, and motivations, all of which offer the company an edge over its competitors in terms of passion, patience, and work dedication, constructive feedback in the creation of new inventions, the continual development of work and so on (Anthachai, 2017).

Furthermore, Competency is a personality trait hidden within an individual. Which can drive people to create good performance in the work for which they are responsible. Therefore, competency is an assembly of knowledge, skills, and attribute, which can be divided into three types of entrepreneurial competency as follows:

1. Core competency refers to the characteristic or behavior of every employee in the organization that represents the knowledge, skills, attitudes, beliefs, and habits of the whole organization. If all employees in the organization have this competency, they will assist the organization in achieving the vision's objectives. This core competency is determined by the organization's vision, purpose, fundamental targets, or strategy.

2. Managerial competency is defined as the knowledge and capacity to manage. It is a skill that may be acquired at both the executive and staff levels, with different levels of capacity depending on positions and responsibilities, the management position accountable that the employees necessarily work to complete the task and in line with the organization's vision and strategic mission goals, such as planning and change management: communication, problem-solving, decision-making, leadership creativity, and innovation.

3. Functional competency refers to knowledge and skill-based function skills and job-specific characteristics and competency which is an individual ability representing the knowledge, skills, attitudes, and qualities of a person's absolute obligations or responsible work that has been allocated. It is not required that those doing the same tasks have the same abilities (Saenthong, 2014).

In conclusion, Competency refers to an assembly of knowledge, skill, and attribute or personal behavior which influences the intended expression and depend on three factors: attitudes, inclinations, expressions, and motivations that offer the organization a competitive edge, such as passion, patience, and perseverance at work; values of constructive feedback for innovation as well as ongoing work improvement.

Competitiveness upgrade

Competitiveness is the acquisition of a process capable of continuous creativity. Even if current competitiveness is diminished or competitors can accomplish the same thing,

companies may still find something superior and substitute the old one. (Kunpanitchakit, 2009). Competitiveness refers to a company's competency to compete in many sectors with other entrepreneurs in the same industry. Competitiveness is based on the availability of unique resources such as the competency to innovate and valuable resources that are distinct from their original form and cannot be duplicated or replaced (Phongklee, 2015). In today's competitive climate, businesses must constantly improve their competitiveness; since the shift has resulted in a more significant market and customer demand, the product life cycle has been shortened. As the market is becoming more saturated, developing the quality of products and services to a high level, speedier than the customer's expectations, and at a competitive price is thus a pressing concern. As a result, strategies for gaining a competitive edge must be clearly stated. Furthermore, tactics should be developed and refined continuously (Phoocharoon, 2011). The organization's competency to compete will be determined by its ability to accomplish efficiency, quality, innovation, and outstanding customer responsiveness. In the business world, superior performance is measured in terms of the organization's profitability compared to other businesses in the same industry. How much does it matter if the company is competitive? Return on investment and profitability is higher. While firms may discover indices to evaluate the effectiveness of their operations or operate in a variety of ways, the index that is most often used to measure competitiveness by financial dimensions such as the liquidity ratio is the most widely utilized and ratio of profitability and so on (Naweeakarn, 2009).

The dynamic trend of today's business world, which causes the condition of conducting business to alter from the original, impacts business organizations, necessitating modifications to maintain competitiveness (Dessler, 2000). Business enterprises should adapt to the demanding elements which to increase employee competence and build competitiveness for today's and tomorrow's business success by attempting to meet customer needs and responsive to the customer, to make the organization smaller and have a small and latter. Organization and to increase competencies by conducting competency development. Furthermore, efficiency, quality, innovation, and consumer response are the four qualities that create a competitive advantage. These are standard methods for cutting expenses and differentiating products. It may be used by any company, regardless of the industry or product it produces. However, these aspects would be explored independently. In reality, all variables are intricately linked and, higher quality, for example, can lead to superior performance and innovation. On the other hand, that may improve efficiency, quality, and customer responsiveness (Naweeakarn, 2009). Competitiveness is a critical component in managing an organization's ability to function effectively. As a result, every business must strive to improve its competitiveness in order to compete for market advantages and ensure its long-term viability. This demonstrates whether or not a company has the ability to build a competitive advantage. An organization can remain still if it can compete; but, if it cannot compete, it will be unable to continue its operations and will be forced to close down (Eleanor & Philip, 2009).

Approaches of competitiveness upgrade

Competitiveness analysis requires an assessment of an acceptable strategy (or selecting a strategic approach) based on changes in the business environment and, as an assessment of the organization's strengths and weaknesses, to determine if the firm can compete and the types of competitive talents you employ. Competitive strategies that have the competency to be effective must rely on the sources of benefits listed below (Phakhphaswiwat, 2010).

1. Low-cost Leadership is a practical approach that utilizes the organization's capacity to provide products and services at a lower price than the competitors. The primary goal of this approach is to have a cost advantage over competitors. As a result of a decrease in the unit price, you can make a profit even if you sell it for the initial price. It will earn a profit even if it sells below the initial price and in huge quantities, increasing market share similarly. Organizations can improve their competitiveness by adopting a low-cost strategy by extending products and services to fulfill customer demands based on gross average criteria and selling to a large target market without market segmentation; there is just one product, sold to every customer. In other words, it is a marketing strategy that prevents market segmentation and mass marketing, as previously indicated. Generally, we utilize this method for the standard kind of products and services. As a result, it is not essential to consider the demands of various customers (Phakhphaswiwat, 2010). Cost Leaders' core principles include an incremental improvements and upgrades as possible, and the advantages of cost reductions due to economies of scale and experience effects consequently generate the company's profit.

2. Differentiation Leadership is another way to build competitiveness. This may be accomplished by developing a product or service that is distinct from its competitors in the client's perspective to meet the customer's demands. In such a way, customers are prepared to pay a premium to buy at a premium price, which is more expensive than the average industry price. This strategy is predicated on the assumption that customers will pay a higher price for superior products. Organizations must conduct research surveys for products with specific features to see whether. What are traits that customers demand and employ significantly in terms of creating a significant differentiation?

3. Focus Leadership is a strategy devised by organizations to assist businesses in narrowing their boundaries and, unlike cost leadership and differentiation methods discussed above, by focusing solely on a specific niche inside the sector. As both strategies focus on the target market, broad scope, or industrywide market. These small markets may imply that a specific group of buyers, the narrow market segment of a specific product line, either a regional market or a market with a particular taste and preference, and so on. The basic concept of strategy is to focus on a particular target market, or a limited strategy uses the specialization that the organization should focus solely on instead of spreading it out to a broader scope than the organization does not work for.

In conclusion, competitiveness refers to the ability of one organization to produce results superior to other organizations. Efficiency that is superior with the ability to achieve the objectives at the lowest cost it also has quality that is superior to other competitors.

Entrepreneur

An entrepreneur can manage risks and is a person who pursues profit opportunities intending to generate company growth; and has an inspirational vision that inspires others to follow the same path. As a result, entrepreneurs are a more important resource than innovation or other elements, as well as learning through business networks (Wingworn, 2011). The most important characteristic of entrepreneurs includes 1) need for success, 2) requirement to accept the responsibility that entrepreneurs have personal accountability for the outcomes of their decisions, 3) tolerance for risk, 4) self-assurance, 5) obligation to respond quickly, 6) substantial degree of energy, 7) future orientation, and 8) tolerance for friction and entrepreneurial flexibility (Theeravanich, 2010). Precision, knowledge, creativity, the ability to have knowledge of trading and have a career related to business, high responsibility, the ability to take risks, have leadership, own capital, have confidence in yourself, see things through, and aim for profit are the determinants of a successful entrepreneur. Entrepreneurs are a group of people who play a significant part in propelling this type of economy. This group of people develops new intellectual property or applies innovative ideas to create new products and services that generate employment, income, and official growth to be a business owner. The inventor should be someone with extensive knowledge of specialized talents and, a grasp of intellectual property and the competencies to organize or efficiently execute creative processes (Viseadmongkol, 2010).

Entrepreneurs have a critical role in small firms, are vital to the economy, and expand into enormous corporations. As a result, entrepreneurs usually perform their duties in the following roles: 1) role of the investor 2) role of the manager 3) role of the leader 4) role of the social creator (Longenecker, 2008). However, being an entrepreneur necessitates risk management to remain devoted to oneself. Employees who contribute to the company's long-term competitiveness. Moreover, willing to proactively modify strategic goals in response to changing company conditions. Entrepreneurship may be improved by using innovations to build new techniques, tactics, or concepts and, by looking for new chances to generate products or services that can reach as many clients as feasible. Entrepreneurship indirectly affects organizational performance through innovation, value recognition, and innovation in the organization. Increased assets measure organizational performance, forecast return on investment, and marketing sell at a higher price than competitors, and have a satisfying cash flow (Michael, 2008).

Eventually, the individual who are influential in the capitalist economy a person who accumulates cash to start a business discovers fresh ideas and new business prospects. Organize and manage your business activities to supply goods and services to the public.

Sustainability competencies

Management's starting point for long-term competitiveness. There must be an examination of both internal and external variables. SWOT analysis, for example. How do you distinguish yourself from your competition in the same industry? Entrepreneurs aware of

comprehending basic abilities and can be developed before deemed an entrepreneur with the basis to compete in a sustainable manner (Amtiengtrong, 2017).

The core competencies must consist of 1) underlying trait: existing competencies must be hidden unique attributes or have existed since the beginning of the business, 2) acquired: existing abilities will be acquired properties, 3) adapting: existing capabilities are attributes that may have been modified from original to implementation, 4) performing: existing abilities are attributes resulting from productivity (Drucker, 2008). Therefore, entrepreneurs must know and use the core competencies of their business to creating a strong point combined with the introduction of an environment that is considered an opportunity or contributing factor to create; it will make the organization more robust and able to compete sustainably.

An essential tool for sustainability

1. Marketing research: It is always the primary tool in finding company's direction or finding weaknesses, strengths, attitudes or perspectives received from customers.

2. Customer Oriented: to produce or issue a marketing program. Make sure that customers are always involved in choosing or making decisions.

3. Outside in Approach: marketing management is to focus on participation from customer groups to formulate policies and develop the organization together

4. Segmentation: emphasis on program design for each customer group. Long-term customers or customers loyal to the company or product must obtain the highest satisfaction from the marketing program and last as long as possible.

5. Emphasis on using the 7th P that is Physical Evidence or having a service quality index. Use modern and innovative tools or equipment to provide customer service to the highest customer satisfaction.

6. Clients' activities or programs are regularly evaluated for further analysis and development (Leong, 1990).

In summary, sustainable competence or marketing development depends on the management how much attention, care, sincerity, and intention to operate. Most significantly, it must always begin with an examination of the organization's fundamental competencies. Before considering that point as strength in management and marketing, and must build interest in and pay greater attention to the environment both inside and outside, which must be done constantly. Executives will gain strong support from all areas of the organization if they accomplish this. Includes corporate clients; as a result, marketing operations function more smoothly and sustainably.

Research methodology

Population and samples

1. Population: 880 OTOP entrepreneurs in Tak Bai District, Narathiwat Province (Office of Community Development Narathiwat Province, 2020).

2. Samples: the sample group was OTOP entrepreneurs in Narathiwat Province. The researcher used to determine the size of the sample. According to Yamane's table, 95%

confidence level and 5% discrepancy were determined. A total of 286 people were sampled this time. Additionally, Stratified Random Sampling was performed in proportional sampling.

3. The key informants were 7 groups of OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province, namely 1) Ban Sai Khao Weaving Group 2) Ban Tor Lang Weaving Group 3) Ban Koh Sawad Housewives Group 4) Ban Koh Sawad Spicy Curry Paste 5) Community Enterprise Processing Group of Krajoood Products (Krajooodraya) 6) Wan Oil 108 7) Yada Vocational Training Center, by selecting a specific group of contributors.

Data collection

1. Primary Data: the questionnaires, interviews, and workshops were utilized to collect the data. The research involved seven groups of OTOP entrepreneurs from Praiwan Subdistrict, Tak Bai District, Narathiwat Province, as participants in the research process and constantly providing up-to-date information on the group's operational situation.

2. Secondary Data: it can be obtained by gathering information from documents, reports, research, thesis textbooks, the Internet, and independent research, as well as information about the village from OTOP operators who operate, including published statistics both in documents and on the website, such as documents gathered in the community by OTOP entrepreneurs, documents of the Sub District Administrative Organization Provincial Community Development Office, Industrial Standards and so on.

Research instruments

1. Questionnaire: It was divided into two parts; firstly, part one was a questionnaire about basic information of the respondents such as gender, age, educational level, monthly income, product type, entrepreneurship period, and star-rated product standards. The question type is a checklist of seven items. Secondly, part 2 was a questionnaire about the entrepreneurs' competency, a multiple-choice that using the Likert Scale.

Content Validity, the researcher brought the questionnaire to 5 experts to check the content validity that the research objectives, then take the results of each expert's consideration to calculate the IOC (Item Objective Congruency Index) with the corresponding numerical values between 0.60-1.00 and then check the reliability by bringing the questionnaire to try out with 30 entrepreneurs who are not a sample group and then find the Alpha Coefficient according to the Cronbach method, which was the confidence equal to 0.87, which indicates that the questionnaire is reliable.

2. Interview form with open-ended questions about entrepreneurial competency was a structured interview, an examination of qualitative research tools. The interview form was created and presented to experts for review and recommendations for improvement.

3. Course training workshops to organize training and lectures on product photography, online marketing, Facebook page, live broadcasting, group storytelling, packaging, and branding. In order for the entrepreneurs to gain knowledge and understanding of marketing styles that require various strategies to compete and create sustainable growth for the group.

They also arrange for a brainstorming session for the group to share ideas, discuss and create a process for marketing planning for OTOP products.

Data analysis

Data were analyzed using percentage, mean, and standard deviation statistics, interviews, and workshops using explanatory and descriptive data analysis methods.

Results

Basic information analysis of entrepreneurs

Table 1 Number and percentage of general information of operators

Information	Number of 286 (people)	Percentage
Gender		
Male	60	20.98
Female	226	79.02
Age		
below 30 years old	36	12.59
30-40 years old	91	31.82
41-50 years old	55	19.23
51-60 years old	60	20.98
61 years old and above	44	15.38
Educational Level		
Junior High School	107	37.41
Senior High School	79	27.62
Vocational Certificate (Voc. Cert.)	49	17.13
Diploma Vocational Certificate (Dip. Voc. Cert.)	14	4.90
Bachelor Degree	36	12.59
Postgraduate	1	0.35
Monthly Income		
Less than 5,000 Baht	114	39.86
5,000-10,000 Baht	90	31.47
10,001-15,000 Baht	34	11.89
15,001-20,000 Baht	19	6.64
20,000-30,000 Baht	20	6.99
30,001 Baht and above	9	3.15
Product Type		
Food	39	13.64
Drinks	26	9.09

Information	Number of 286 (people)	Percentage
Apparel	115	40.21
Appliances, decorations and souvenirs	58	20.28
Herbs (Non-food)	31	10.84
Miscellaneous	17	5.94
Entrepreneurship Period		
Less than 1 year	14	4.90
1-2 years	22	7.69
3-4 years	48	16.78
5 years and above	202	70.63
Product Standard five-star rating		
One-star	48	16.78
Two-star	22	7.69
Three-star	17	5.94
Four-star	114	39.86
Five-star	85	29.72
Business Customer Group		
Community Customer Group	63	22.03
Domestic General Customer Group	187	65.38
International General Customer Group	28	9.79
Others	8	2.80
Monthly estimated Sales		
Less than 5,000 Baht	63	22.03
5,000-10,000 Baht	105	36.71
10,001-15,000 Baht	15	5.24
15,001-20,000 Baht	29	10.14
20,000-30,000 Baht	40	13.99
30,001 Baht and above	34	11.89

From Table 1, it was found that most of the respondents were female, 226 people, representing 79.02%, aged between 30-40 years, 91 people, representing 31.82%, lower secondary education, 107 people, or 37.41 percent. Less than 5,000 baht, 114 people, equivalent to 39.86 percent Types of apparel products, 115 people, accounting for 40.21 percent, duration of entrepreneurship 5 years or more, 202 people, accounting for 70.63% Star level product standards 4 stars, 114 people, representing 39.86 percent, business customers, general domestic customers of 187 people, representing 65.38%, monthly sales of about 5,000-10,000 baht, 105 people, accounting for 36.71%, respectively.

Objective 1: To study the OTOP entrepreneurs' competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province, as shown in Table 2.

Table 2 Means and Standard Deviation on competency development of OTOP entrepreneurs in Praiswan Subdistrict, Tak Bai District, Narathiwat Province

Entrepreneurial Competency	\bar{X}	S.D.	Interpretation
1. Knowledge element	3.87	0.86	High
2. Skill element	3.76	0.95	High
3. Characteristic element	4.07	0.89	High
Total	3.90	0.90	High

From Table 2, it was found that the competency development of OTOP entrepreneurs in Praiswan Subdistrict, Tak Bai District, Narathiwat Province. Overall, the aspect was at a high level ($\bar{X} = 3.90$, $SD = 0.90$). The element with the highest mean was characteristic ($\bar{X} = 3.90$, $SD = 0.89$), followed by knowledge element ($\bar{X} = 3.90$, $SD = 0.86$). The least was skill element, the mean was 3.76, $SD = 0.95$, respectively.

1. OTOP Entrepreneurial Competency in Praiswan Subdistrict, Tak Bai District, Narathiwat Province in terms of Knowledge element, it displayed in Table 3.

Table 3 Means and Standard Deviation on competency development of OTOP entrepreneurs in Praiswan Subdistrict, Tak Bai District, Narathiwat Province in Knowledge element

Entrepreneurial Competency development	\bar{X}	S.D.	Interpretation
Knowledge			
1. Having a solid knowledge of the marketing	3.81	0.85	High
2. Having the awareness and up-to-date the economic news frequently	3.78	0.90	High
3. Having a solid understanding of financial management	3.80	0.90	High
4. Pursuing new information that is beneficial to the business on a regular basis	3.94	0.85	High
5. Having a solid knowledge about product development	3.99	0.82	High
Total	3.87	0.86	High

From Table 3, it was found that the competency development of OTOP entrepreneurs in Praiswan Subdistrict, Tak Bai District, Narathiwat Province in terms of knowledge, it was at a high level ($\bar{X} = 3.87$, $SD = 0.86$), the highest mean level was the element of having a solid knowledge about product development ($\bar{X} = 3.99$, $SD = 0.82$), followed by the element of pursuing new information that is beneficial to the business regularly ($\bar{X} = 3.94$, $SD = 0.85$). Lastly, the smallest value was the element of having the awareness and up-to-date economic news frequently ($\bar{X} = 3.78$, $S.D. = 0.90$), respectively.

2. OTOP Entrepreneurial Competency in Praitwan Subdistrict, Tak Bai District, Narathiwat Province in terms of skill element, it exhibited in Table 4.

Table 4 Means and Standard Deviation on competency development of OTOP entrepreneurs in Praitwan Subdistrict, Tak Bai District, Narathiwat Province in skill element

Entrepreneurial Competency development Skill	\bar{X}	S.D.	Interpretation
1. Having communication skills and abilities	3.78	0.86	High
2. Attending training and seminars to improve the skills on a regular basis	3.77	0.84	High
3. Capable of sharing the information to the community	3.69	1.02	High
4. Having the ability to produce the distinctive works	3.99	0.86	High
5. Having the Social Media skills	3.56	1.16	High
Total	3.76	0.95	High

From Table 4, it was found that the competency development of OTOP entrepreneurs in Praitwan Subdistrict, Tak Bai District, Narathiwat Province in terms of skill element, entirely, was at a high level (\bar{X} = 3.76, S.D. = 0.95), the highest mean level was the element of having the ability to produce the distinctive works (\bar{X} = 3.99, SD = 0.86), followed by the element of Having communication skills and abilities (\bar{X} = 3.78, S.D. = 0.86). Finally, the smallest value was the element of Having Social Media skills (\bar{X} = 3.56, S.D. = 1.16), respectively.

3. OTOP Entrepreneurial Competency in Praitwan Subdistrict, Tak Bai District, Narathiwat Province in terms of characteristic element, it exhibited in Table 5.

Table 5 Means and Standard Deviation on competency development of OTOP entrepreneurs in Praitwan Subdistrict, Tak Bai District, Narathiwat Province in characteristic element

Entrepreneurial Competency development characteristic	\bar{X}	S.D.	Interpretation
1. Having a success and effort dedication	3.95	1.04	High
2. Having patience with things around you	4.08	0.91	High
3. Having an ethics and honesty	4.17	0.82	High
4. At work, never feel bored, fatigued, or let down	4.14	0.77	High
5. Be prepared to deal with the unexpected event, both positive and unpleasant	4.00	0.91	High
Total	4.07	0.89	High

From Table 5, it was found that the competency development of OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province in terms of the characteristic element, it was at a high level (\bar{X} = 4.07, S.D. = 0.89), the highest mean level was the element of Having ethics and honesty (\bar{X} = 4.17, S.D. = 0.82), followed by the element of At work, never feel bored, fatigued, or let down (\bar{X} = 4.14, S.D. = 0.77). Ultimately, the smallest value was the element of having success and effort dedication (\bar{X} = 3.95, S.D. = 1.04), respectively.

Objective 2: To upgrade the OTOP entrepreneurs' sustainability competencies in Praiwan Subdistrict, Tak Bai District, Narathiwat Province.

Upgrading sustainability competencies in the market for OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province by organizing activities to create guidelines of competency upgrade for OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province in an attempt to compete the competitors in the market in a sustainable manner; it is comprising arranging course training workshops including product photography workshop, online marketing, Facebook page, live broadcasting, group storytelling, packaging, and branding. In terms of improving the local community's ability to be self-sufficient and self-managing by improving the community's products to have competency by adding value and generating opportunities for access to marketing channels, which will be a fundamental basis for creating a foundational economy. The production of OTOP products operated by villagers in the community is caused by the gathering of people to produce products through utilizing existing community resources to generate or process. It will be reflected by the value of identity, local wisdom, and the well-being of individuals in the community which is used for generating income. Providing approaches for workshops and courses which linked to their products, for example, storytelling, photographic teaching, live teaching, and establishing a sign of community product standards for establishing credibility and raising the value of community products for them to be accepted to promote, to provide the public access, the advantages of diversity as well as to increase the availability of community products. Although sometimes people are not convenient to travel to buy products in that community, creating a market or online channel to increase the distribution of products to help people commonly realize the features and identities of various products (Grodgangunt, 2021).

Conclusions and discussions

In this section, the researcher would like to summarize and address the following significant topics as follows:

1. Entrepreneurial competency development was at a high level entirely. Firstly, the highest competency is characteristic aspect includes ethics and honesty, never feel bored, tired and give up on work, dedication to achievement and hard work. Secondly, the knowledge element, means having excellent knowledge in product development, seeking new knowledge that is beneficial to the business, and being knowledgeable and up to date on the local economic news. The least is skill element refers to the ability to create unique work, communication, and social media skills. It is because of development of entrepreneurial competency is an upgrade

process. The ability to perform better than ever by developing each aspect of the component of competency. This is in line with Anthachai's (2017) concept, which states that competency is a behavioral feature. The organization needs Elements of competency development: 1) Knowledge is the capacity to describe any subject accurately and effectively, which is meaning, process, implementation, and understanding; 2) Skills refer to the capacity to do any one thing well to be productive and achieve intended results; 3) practice is the behavior of the person per the work performed. The desired expression depends on the character, values, tendency of expression. This results in the organization having an advantage over competitors. Depending on characteristics, attitudes, inclinations, expressions, and motivations, all of which offer the company an edge over its competitors in terms of passion, patience, and work dedication, and constructive feedback. Moreover, this study was consistent with Thanasansaenlan's (2015) research, which has studied competency development of small business entrepreneurs in Pathum Thani province and found that business entrepreneurs have a level of expertise in business skills. And needs about competency development at a high level in all aspects business operator with different age ranges Has a level of proficiency in business skills and the need for competency development is different, and the skills of entrepreneurs' skills in doing business are related to the needs of entrepreneurs' competency development at a significance level of 0.05. This is consistent with the research of Muenpho (2016) have studied the competency growth of community entrepreneurs according to the creative economy idea, which determined to be the involvement of the competency and variables impacting success, member's collaboration within the group, the rules and regulations, and the roles, tasks, and responsibilities were separated. In addition, there are community leaders with knowledge and talents that are well-received by people in the community. Therefore, the community entrepreneurship group's operations were successful in identifying community; entrepreneurs' competency concepts of the creative economy in the average were relatively high.

2. Upgrading the sustainability competencies in the market for OTOP entrepreneurs in Praiwan Subdistrict, Tak Bai District, Narathiwat Province by studying and analyzing the context of entrepreneurs, interviewing with entrepreneurs, Organizing the training workshops to create knowledge and opportunities in marketing competition, as well as to upgrade the skills of entrepreneurs by arranging training events that include educating product photography, online marketing, Facebook page development, live broadcasting, group storytelling, packaging, and branding. In terms of improving the local community's ability to be self-sufficient and self-managing by improving the community's products to have competency by adding value and generating opportunities for access to marketing channels, which will be a fundamental basis for creating a foundational economy. The production of OTOP products operated by villagers is caused by the gathering of people in the community to produce products through utilizing existing community resources to generate or process. It will be reflected by the value of identity, local wisdom, and the well-being of individuals in the community used for generating income. It is providing approaches for workshops and courses which linked to their products, for example, storytelling, photographic teaching, live teaching, and establishing a sign of community product standards for establishing credibility and raising the value of

community products for them to be accepted to promote, to provide the public access, the advantages of diversity as well as to increase the availability of community products. Although sometimes people are not convenient to travel to buy products in that community but creating a market or online channel to increase the distribution of products to the community as well as to help people commonly to realize the features and identities of various products, was consistent with the concept of Naweeakarn (2009), indicated that upgrading competitiveness is an important factor in managing the organization which to be able to operate its business effectively. Therefore, every organization must build its competitiveness to compete for market advantages for the sustainable existence of the organization. Besides, it corresponded to the research of Chantanee (2019), which has investigated the causal relationship of factors affecting the competitiveness of the OTOP business in Thailand. It was found that entrepreneurs should study new knowledge and create a network of connections between individuals and organizations by exchanging ideas, information, and resources between each other, which will bring about mutual benefits in business efficiency and with the introduction of modern technology and innovation used with businesses, in terms of adding value to products and connecting products from the community to external markets such as online marketing systems to increase the competitiveness of the business sustainably.

Recommendations

1. The entrepreneurs require the government and network agencies to allocate the budgets, and marketing plans or the plans to develop and promote constantly to empower OTOP entrepreneurs; it will allow them to be effective, allowing them to create more efficient entrepreneurs and opportunities for sustainable market competition.
2. The government sectors and agencies with a commitment to develop and promote OTOP entrepreneurs have collaborated in developing and encouraging entrepreneurs to receive assistance gradually and also support in developing their commercial business competency progressively, which leads to be influential entrepreneurs.

Recommendations for future studies

1. The researcher should examine the entrepreneurial development model in upgrading the competitiveness of OTOP entrepreneurs in other areas as a result of investigating the causal relationship that results in the entrepreneur's competitiveness upgrade in other economic sectors.
2. The researcher shall investigate the entrepreneur development model to improve OTOP entrepreneurs' competitiveness in Narathiwat Province in each sector or product. This is an in-depth examination of the conditions, strengths, weaknesses, difficulties, and barriers, which will allow entrepreneurs to grasp the context of company operations and competition, the competency of rivals, and genuinely respond to market and consumer demands.

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