

รูปแบบองค์กรที่เหมาะสมกับการดำเนินธุรกิจให้สามารถพึ่งพาตนเองได้

กรณีศึกษา: ศูนย์พัฒนาและบริการกสิกรรม แขวงสะหวันนะเขต

สาธารณรัฐประชาธิปไตยประชาชนลาว

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บทคัดย่อ

การวิจัยนี้มีวัตถุประสงค์เพื่อกำหนดรูปแบบองค์กรที่เหมาะสมกับการดำเนินธุรกิจให้สามารถพึ่งพาตนเองได้ เป็นงานวิจัยเชิงคุณภาพ โดยศึกษาจากผู้ให้ข้อมูลสำคัญ 2 กลุ่ม เครื่องมือที่ใช้เป็นแบบสัมภาษณ์เชิงลึก ผลการวิจัย พบว่า รูปแบบองค์กรที่เหมาะสมกับการดำเนินธุรกิจให้สามารถพึ่งพาตนเองได้ มีดังนี้ รูปแบบโครงสร้างองค์กรแบบคณะที่ปรึกษาเป็นรูปแบบที่เหมาะสมมาปรับใช้ การจัดการการผลิตในด้านการพัฒนาเทคโนโลยี นำเทคโนโลยีระดับพื้นฐานมาใช้ในการเรียนการสอน การฝึกอบรม การเพิ่มผลผลิต การสร้างตราสินค้า หรือบรรจุภัณฑ์ให้เป็นอัตลักษณ์ รวมทั้งการนำสื่อโซเชียล มีเดีย มาใช้ในการโฆษณา ประชาสัมพันธ์ หรือติดต่อลูกค้า ด้านการผลิต มีการสร้างเครือข่ายในการผลิต เพื่อให้ศูนย์สามารถผลิตสินค้าได้ทัน และป้องกันการผลิตหยุดชะงักเนื่องจากผลผลิตขาดแคลน ด้านการวางแผนการจัดจำหน่าย มีการจัดโครงการเกษตรสัญจร เพื่อทำให้เกิดการเข้าถึงลูกค้าในกลุ่มเป้าหมายอื่น ๆ ด้านการบริหารสินค้าคงคลัง โดยนำระบบการเข้าก่อนออกก่อน มาใช้ในการดำเนินการ ด้านการตลาด มีการจัดหาเครือข่ายชุมชนเพื่อกระจายสินค้า การพัฒนากิจกรรมที่สำคัญของศูนย์ในแต่ละหน่วยธุรกิจ มีดังนี้ สำหรับหน่วยงานพืชและปศุสัตว์ ควรผลิตพันธุ์พืช พันธุ์ไม้ ที่มีราคาถูกจำหน่ายให้เกษตรกรได้ทดลองปลูก และขยายพันธุ์พืช สำหรับหน่วยงานสัตว์ ควรผลิตสินค้ากับความต้องการของผู้บริโภคของประชาชนในชุมชนเป็นหลัก สำหรับหน่วยงานข้าว โดยการเน้นการผลิตพันธุ์พื้นเมืองแท้สนับสนุนให้เกษตรกรปลูกในพื้นที่ที่ได้ทดลองปลูก สำหรับหน่วยงานดิน เน้นการพัฒนาคุณภาพดินเพื่อให้สามารถปลูกพืชเศรษฐกิจตามความต้องการของตลาด และหน่วยงานชลประทาน มีการจัดหาแหล่งน้ำและจัดการน้ำให้เพียงพอ

คำสำคัญ: รูปแบบองค์กร การพึ่งพาตนเอง ศูนย์พัฒนาและบริการกสิกรรม สะหวันนะเขต

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SUITABLE ORGANIZATIONAL MODEL FOR BUSINESS TO DEVELOP SELF-RELIANCE: CASE STUDY OF AGRICULTURAL DEVELOPMENT AND SERVICE CENTER SAVANNAKHET, LAO PEOPLE'S DEMOCRATIC REPUBLIC

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Abstract

The objective of this research was to determine the appropriate organizational model in order to be a self-reliant business. This is a qualitative research. In-depth interviews were conducted to collect data. The results of the research revealed that the appropriate organizational models for business to be self-reliant include an advisory board structure, production management, technology development, application of fundamental technology in teaching and training, productivity, branding and packaging, as well as the use of social media in advertising, public relations or customer services. In terms of production, production networks should be established so that products can be produced on time which also prevents production disruptions due to product shortages. In terms of distribution planning, agricultural field projects should be organized in order to reach customers in other target groups. In terms of inventory management, a first-in, first-out system should be implemented. In terms of marketing, a community network should be established to distribute products. The development of the center's activities in each business unit is as follows: for plants and forestry agencies, plants should be produced and sold to farmers at low price which allow them to experiment planting and propagating. Animal agencies concentrate on producing products that meet the needs of consumers in the community. Rice agencies should focus on producing genuine local rice, and support local farmers to grow in the experiment area. Soil agencies should focus on improving soil quality in order to be able to grow economic crops demanded in the market. Lastly, irrigation agencies should provide adequate water sources.

Keywords: Organizational Model, Self-Reliance, Agricultural Development and Service Center, Savannakhet

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Introduction

Agricultural and Forestry Development and Service Center in Savannakhet, Lao People's Democratic Republic is a collaboration between the Government of Thailand and the Lao People's Democratic Republic. This center with an area of 263 rai (42 hectares) is located in Nongtao, Ban Phonsim, Kaison Phromwihan, Savannakhet District, Lao People's Democratic Republic (Lao PDR), and managed by Chaipattana Foundation. The center has been in operation since 2010 on a five-year plan framework. The Agricultural Development and Service Center project has provided agricultural learning activities similar to Huai Son-Huai Sua concentrating on soil development, plantation, rice farming, livestock, fisheries, irrigation and forestry work (Jesadalak, Trichan, & Rangsungnoen, 2015).

The Center has applied the Sufficiency Economy Principles introduced by His Majesty the King Kathibesorn Maha Bhumibol Adulyadej the Great Borommanat Bophit (King Rama IX) to the project with a complete focus on nature and forest, and balanced plantation based on the environment and climate. Benefits to the community and developing a model center for farmers in the Lao People's Democratic Republic have also been in focus. However, the center is not yet widely known and has been unable to take proactive steps to expand its success into the community with a population of approximately 120,000.

The researcher recognizes the importance of establishing a suitable organizational model in order to develop the business unit of the center by utilizing technology to increase agricultural production. The center can be a place for farmers to learn, experiment, research and apply modern techniques. This is in line with the royal initiative projects which King Rama IX focused on providing farmers self-reliance as the foundation for a well-being in the future (Department of Public Relations, 1999)

Research Objectives

To obtain a suitable organizational model for business units of Agricultural Development and Service Center, Savannakhet, The Lao People's Democratic Republic to develop self-reliance.

Conceptual Framework

In the study of suitable organizational model for business to develop self-reliance: a case study of Agricultural Development and Service Center Savannakhet, Lao People's Democratic Republic, researchers have studied concepts, theories and related research.

The concept of business unit development approach was studied and analyzed to develop a guideline based on the Sufficiency Economy Philosophy. The conceptual framework of this research is as follows:

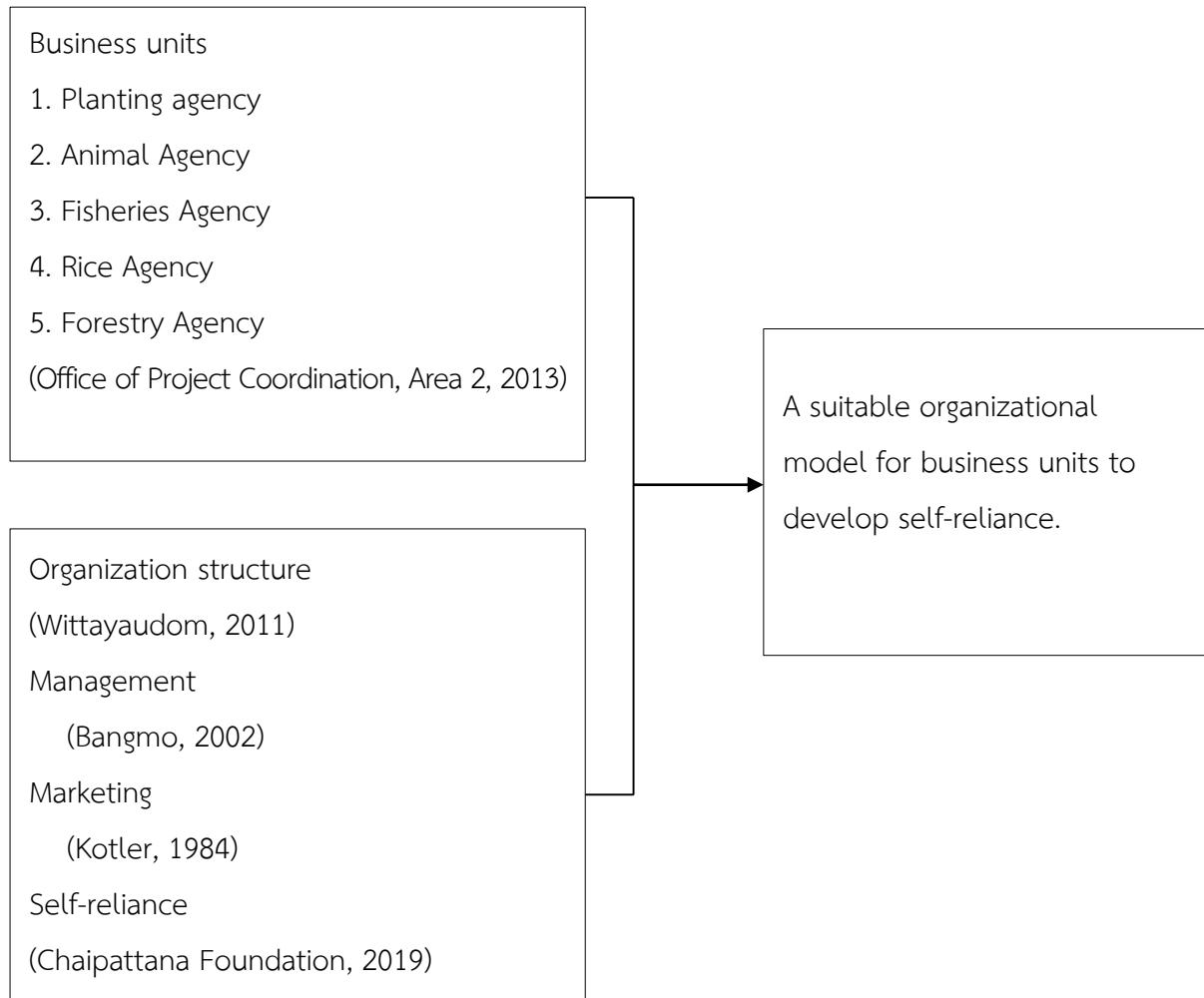


Figure 1 Conceptual Framework

Literature Review

Concepts of Organizational Structure Model

Organizational Structure Model

The structure is a factor that determines the functions of the organization by defining the management of each part of the organization according to the organizational chart. The design of the organizational structure can support the operations of the organization to reach its goals. The management may choose an organizational model that is suitable for the operation and size of the organization (Wittayaudom, 2011) as follows:

1. Functional organization structure is a form of organization grouped by functions and divided into departments, such as financial department, production department, human resource department, etc.

2. Division organization structure is an organization that consists of departments that independently operate and make decisions. Each department has its own profit center. Within this structure, it can be divided by products, areas, customers, or production process, etc.

3. Team-based organization structure is an organization that consists of a team or working group without a hierarchy of command. Therefore, the team will have freedom to work according to the team's approach, such as the customer service team, etc.

4. Matrix organization structure is an organizational structure that allows personnel from different departments to collaboratively work on a special project. Thus, this structure commonly has two chains of command and two supervisors.

5. Staff organization structure is established to manage the business based on the guidance of a knowledgeable consultant, or specialized expertise. This structure can widely be found when modern technology is involved. With proper guidance, the organization is able to plan and assess the situation, coordinate with other organizations, use modern tools, and enhance personnel's efficiency.

6. Network structure or virtual organization is an organizational structure that allows connecting with other organizations in order to create alliances and perform ad-hoc activities, as well as to reduce various risks. The advantage is that the organization is able to adapt quickly with low investment through information technology. However, it is unable to control other agencies involved.

From literature review, there are six forms of organizational structures that are relevant and suitable for business to develop self-reliance. A good organizational structure leads to efficiency. With effectiveness, an organization can survive, grow and develop which is sustainable development. This is in line with Supasaktumrong (2018), who studied flexible organization design. He found that creating a learning culture in the organization with appropriate technology enhances individual learning which leads to a sustainable competitive advantage. Similarly, Junkrapor and Chienwattanasook (2019) stated that horizontal and flexible organizational structure allows power distribution which can lead to establish an innovative organization for excellence. Moreover, analyzing external factors is also a key element to drive the organization towards competitive and sustainable excellence, increase

efficiency, and lead to the success of the organization (Meesubthong, Jadesadalug & Sansook, 2018)

Concepts in Management Theories

Concepts used as a guideline for the management of the organization, especially in the organizational structure can be differently classified. Fayol (1949) introduced POCCC, which is a modern management concept. POCCC stands for planning, organizing, commanding, coordinating and controlling. All types of management rely on key management factors: man, money, material, and management, or 4Ms. To be successful and achieve the goals, the organization requires a number of qualified personnel, as well as a budget to support the operations. Materials must also be adequate and suitable for the plans and projects. Lastly, efficient management system helps the organization maximize the use of limited resources (Sereerat, et al., 2002; Santiwong, 2000; Bangmo, 2002) discussed the important factors; man, machine, money, and material that the management must take into account. First, man is considered as the most important factor that brings great success to a business in terms of both quantity and quality. Second, machines that are meticulously purchased are the tools to maximize the benefit. Third, money is an important factor that supports finding resources so that the activities of the organization can be carried out smoothly. Lastly, material is considered a factor of quantity to be procured for use in the production process.

Creating an internal management process is the most important mechanism to determine the success of an organization's sustainability since the process organizes the resources, including raw materials, machine, money, and, most importantly manpower in order to drive the internal processes simultaneously and achieve success (Jaikla, 2018). Modern technology or innovations to support corporate management can help the management of social business organizations continue operating under current changes and interact with the environment (Juijaingam & Teppaya, 2014). This is in line with the research of Kongpetdit and Chantuk (2016). They stated that in the future there will be a higher rate of competition and social expectations. Therefore, the organization needs to carry out various missions to survive and be able to operate in a sustainable manner. To adapt to social change, it is necessary to enhance participation, empowerment, involvement and teamwork simultaneously through an efficient management process besides the key elements; man, money, materials and management or administration.

Concept of Self-Reliance

Self-reliance according to the philosophy of sufficiency economy under the royal initiative of His Majesty the King Bhumibol Adulyadej the Great (Rama IX) is based on living and acting in the middle path. This particularly applies to economic development in the era of globalization. Jansom (2019) stated that sufficiency consists of 3 characteristics. First, modesty means being proportionate, such as production and consumption at a modest level. Second, rationality means that decisions in regards to the level of sufficiency must be rational by considering the factors involved as well as expected consequences of such action carefully. Lastly, immunity means being prepared for consequences and changes by considering future short-term and long-term possibilities.

Knowledge and moral conditions are required to make decision and take actions. Knowledge conditions means comprehensive academic knowledge that can be applied while planning and operating. Morality means awareness of virtue, integrity, patience, persistence, consciousness in life. The expected result from applying the philosophy of sufficiency economy is a balanced and sustainable development in all aspects, including economy, society, environment, knowledge and technology (Kongsiri, 2017).

Self-reliance is a development on the basis of a country or a region, population-related resources, cultural and traditional values (Galtung, 1980). Self-reliance refers to an individual's ability to manage his own livelihood and occupation in order to reduce dependence on external factors (Petcharat, 2014).

The concept of self-reliance encourages people to initiate or develop the best use of their own local resources for better living. The concept emphasizes participation from various groups to cooperatively solve problems in daily life. The Philosophy of the Sufficiency Economy of King Rama IX has been world-widely accepted and applied for development. For example, China mainly focuses on domestic production, which is self-reliant. However, the surplus is exported. During COVID-19 pandemic, China has gone through the crisis by being self-reliant. Thus, China has been able to control the situation quickly when the epidemic occurs (Liu et al., 2020). Cameroon has also applied self-reliance method, together with mutual assistance, participation, and rural development in order to make the best use of local resources (Anyanwu, 1992). Russia has aimed to initiate and complete "self-reliance economy" or "sufficiency economy" by concentrating on the production of a sustainable agriculture within 2020 (Chernova et al., 2020). In India, Gandhi's concept of self-reliant community and economy was adopted by the idea of desire elimination, labor for food, including the distribution of

production and technology. These concepts lead to self-reliance of society and communities. In addition, Gandhi's concept of self-government is possible to apply when self-control exists (Srichampa, 2014). Based on the sufficiency economy philosophy, Bhutan emphasizes product development to strengthen the community in terms of income and occupation based on the principle of sustainable self-reliance. The concept of self-reliance leads to a better life both at the individual and community level which also reduce administrative burden of the government (Fonchingong & Fonjong, 2002).

Research Methodology

This qualitative research was conducted by doing fieldwork and in-depth interviews with two groups of key informants. The first group consists of seven experts from Thailand; Head of Plant Agency, Head of Animal Agency, Head of Fisheries Agency, Head of Forestry Agency, Head of Rice Agency, Head of Soil Agency, and Head of Irrigation Agency. The second group consists of seven experts from the Lao People's Democratic Republic; Head of Plant Agency, Head of Animal Agency, Head of Fisheries Agency, Head of Forestry Agency, Head of Rice Agency, Head of Soil Agency, and Head of Irrigation Agency. The data from in-depth interviews were qualitatively synthesized.

Research Areas

Cities within a radius of 50 kilometers from the Agricultural Development and Service Center in Savannakhet, the Lao People's Democratic Republic include Kaison Phrom Viharn, Uthumphon, Saiphu Thong, Phon Sim Village, Ban Yang Sung, Ban That Ing Hang, Ban Phon Sung, Ban Non Sawang, Ban Hang, Ban Dong Ma Yang, Ban Huai, Ban Non That, etc.

Research Results

The results from this research in regards to a suitable organizational model for business to develop self-reliance are presents as follows:

- 1) The suitable organizational structure model for Agricultural Development and Service Center in Savannakhet, the Lao People's Democratic Republic is an advisory organizational structure. To assist in the management, Chaipattana Foundation (Thailand) is the key advisor, and the Ministry of Forestry and Agriculture of Laos is a joint advisor due to their expertise.

2) Management

2.1) Basic technologies, such as Microsoft Office programs have been used in teaching, training and productivity. Microsoft Word or PowerPoint programs have been used in branding or packaging to attract customers. Moreover, social medias, such as Facebook, LINE, WhatsApp, Line official, Instagram, Tik Tok and YouTube channel were created and have been used for advertising and contacting customers.

2.2) Production

Networks were created to help one another so that the center can produce products on time, and also prevents the department's production process from interruption.

2.3) Distribution

Agricultural field projects are conducted to reach other target groups, and distribute income to the community.

2.4) Inventory Management

First-in First-out (FIFO) system has been used to avoid expired or items left in stock.

3) Marketing

A cooperation within the community was established in order to create networks in-community markets, border markets, export markets, fresh markets and processed markets to distribute products. Product brands were designed, and products were developed and processed to increase variety. Product bundling, such as offering rice with free plant seeds, was also introduced.

4) The Plant and Forestry Agency has produced inexpensive plants and sold to farmers to experiment planting and propagating plants that locally exists, but at risk of extinction. The plants include farm crops, vegetables, fruits and economic crops. Animal agency has manufactured products mainly to meet the needs of the consumers in the community. Rice agency has encouraged focused farmers within the area to produce genuine local rice. Soil agency has focused on improving soil quality to be able to grow economic crops to meet the market demand. Irrigation agency has provided and managed adequate water sources.

Discussion

1) The suitable organizational structure model for Agricultural Development and Service Center in Savannakhet, the Lao People's Democratic Republic is an advisory

organizational structure. To assist in the management, Chaipattana Foundation (Thailand) is the key advisor, and the Ministry of Forestry and Agriculture of Laos is a joint advisor due to their expertise. This is in line with Supachariyawat, Supichayangkul and Sangayothin (2019), who studied organizational structures, human resource management, technology and management that enhance the distribution of Pracharat school products. The study found that the organizational structure of Pracharath School should be a functional organization structure and joint-staff organization structure with a village philosopher as a consultant for administration. The organization structure should be based on the size of the school and the context of the school.

2) Management

2.1) Basic technologies, such as Microsoft Office programs have been used in teaching, training and productivity. Microsoft Word or PowerPoint programs have been used in branding or packaging to attract customers. Moreover, social medias, such as Facebook, LINE, WhatsApp, Line official, Instagram, Tik Tok and YouTube channel were created and have been used for advertising and contacting customers. Juijaingam and Teppaya (2014) also indicated that technology that supports learning styles is a tool that enables entrepreneurs to find new sources of knowledge, comment, share knowledge, communicate and connect activities that demonstrate the quality and efficiency of technology that supports collaboration. The evaluation results of knowledge-building behavior after the experiment were higher than before the experiment due to the technology that supports collaboration, communication among group members, activities and learning with convenience, sharing information and knowledge based on the resources available on the internet. It also includes providing up-to-date information and news on the website constantly throughout the knowledge-building process.

2.2) Production networks were created to help one another so that the center can produce products on time, and also prevents the department's production process from interruption. This is in line with Boonyarat and Thammapipon (2017), who studied the network of chestnut farmers in Suphanburi Province. They explained that the network could only be created when vision and ideology are shared. The goals and objectives of the network are to allow members with knowledge and career skills to assist other members within the network. The chestnut farmer network is an informal network structure. However, the structure depends on the goals, resources and needs of members.

2.3) Distribution

Agricultural field projects are conducted to reach other target groups, and distribute income to the community. The community is located in the rural area, without any shopping malls. Therefore, the field projects must be conducted in line with the community context. Dararuang, (2017), who studied product development and marketing strategies for Ban Khao Laem Community Enterprise, Nakhon Sawan Province, found that creating an exhibition is also one of proactive strategies. Similarly, Puangsang and Muttanang (2019) stated that Ban Bueng women community entrepreneurs need to formulate a marketing strategy plan, such as planning for ongoing trade exhibitions, and build cooperation with government agencies and higher education institutions. This helps develop product quality standards to enter modern trade market. The entrepreneurs can also obtain assistance from government agencies and higher education institutions in packaging development and branding, as well as to do marketing on various social media channels.

2.4) In terms of inventory management, First-in First-out (FIFO) system has been used to avoid expired or items left in stock. According to Chaisen and Thong-In (2018), who studied the management guidelines, inventory with a FIFO (FIRST-IN-FIRST-OUT) system shows the management in raw material warehouse, finished goods warehouse, movement of goods in the warehouse, reducing the deterioration of raw materials or in-stock products, and SAP operation that helps the business to manage the warehouse more efficiently. Such knowledge can be applied and further developed for further study and career in the future.

3) Marketing

A cooperation within the community was established in order to create networks in-community markets, border markets, export markets, fresh markets and processed markets to distribute products. Product brands were designed, and products were developed and processed to increase variety. Product bundling, such as offering rice with free plant seeds, was also introduced. In addition, Lalaeng, Chaipheth and Uea-aree (2018), who studied business network establishment and competitive advantages of community enterprises in Chumphon Province, explained that it is necessary to concentrate on networking and cooperation in sourcing of raw materials, cooperation in research, design and development of products and technology, budget allocation for marketing promotion in various fields, such as advertising, promotional activities, discount offer, product bundling, creating promotion methods, word-of-mouth, and the development of online advertising. Therefore, the center should develop the use of information technology and online media to promote marketing, as well as provide

agricultural services, such as building partnerships with government and non-governmental agencies in order to obtain assistance for developing products to meet quality standards, enter modern trade market, develop packaging and branding, and social marketing through various media (Puangsang & Matanang, 2020).

4) The Plant and Forestry Agency has produced inexpensive plants and sold to farmers to experiment planting and propagating plants that locally exists, but at risk of extinction. The plants include farm crops, vegetables, fruits and economic crops. Animal agency has manufactured products mainly to meet the needs of the consumers in the community. Rice agency has encouraged focused farmers within the area to produce genuine local rice. Soil agency has focused on improving soil quality to be able to grow economic crops to meet the market demand. Irrigation agency has provided and managed adequate water sources. The findings are consistent with Rosa-Schleich et al. (2019), who studied ecological-economic trade-offs of diversified farming systems and found that diversified farming (df) practices integrate ecological and economic benefits at the farm level differently. In the meantime, Ayompe, Schaafsma, and Egoh (2021) advocated that establishment of good farming management has several positive impacts especially on poor people including income generation and job creation and has the potential to contribute to several sustainable development goals.

Suggestions

1. It is necessary that the organization structure of the Agricultural Service and Development Center have consultants with specialized expertise to assist in the management by giving advice. In addition, there should be a clear assignment of duties based on the chain of command, and arrange personnel to suit the job and position according to the environment.

2. Management

Agricultural Development and Service Centers should manage knowledge in regards to inventory management, accounting, finance, product development, packaging, and the use of social media and technology on a regular basis.

3. Marketing

The agencies involved with Agricultural Development and Service Center should develop the use of information technology to advertise and promote the products of the Center on online platforms. In addition, the agencies should provide farmers and interested people training on the use of information technology for marketing. Moreover, to develop

distribution channels, border trade pattern should be studied in order to know the volume of import-export.

4. Self-Reliance

Agricultural Development and Service Center in Savannakhet should adopt a suitable organizational model and apply in agencies, such as soil, irrigation agencies in order to be self-reliant.

Suggestions for Future Research

Royal Initiative concepts should be studied with the purpose to develop the seven agencies and enhance their self-reliance.

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