



“From Traditional Way to New Way”: The Sustainable Development of Community Product Case of Don Kaew Fishery Group, Udon Thani Province

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Abstract

This objectives of the research were to study the community enterprise group operation conditions and develop products for community enterprise, which the target group was Don Kaew Fishery Group were 12 people. The research used Specific selection method and using mixed methods for data collection by focusing on the participation of the target group.

The results of the research founded that the traditional way of Don Kaew Fishery Group was the group that processed and sold sun dried fish, which the group faced the problem in drying fresh fish process to become the sun dried fish in the open air by relying on the heat from only the sun. This process caused unhygienic, bad smell, and fast spoilage. In addition, the product did not have brand, and marketing plan. After conducting research to Development of community product, the results had the concrete effects and there were four changes as follows: 1) the construction of a solar drying plant that can work with liquefied petroleum gas was a closed system, which the temperature and the moisture of the processed fish can be controlled; 2) the food preservation process was hygienic and the storage period could be extended for longer shelf life; 3) branding and packaging that had an identity and complied with community product standards in order to build the consumer confidence; and 4) creating the marketing plan and increasing product distribution via online channel, which resulted in the marketing plan that was suitable for the business and the group had more channels to sell the products. All of four reasons as mentioned previously, were integrated each other to raise the development of community products to had more competitive advantage.

Keywords: The Development of Community Product, Community Enterprise, Don Kaew Fishery Group, Sun Dried Fish

Introduction

Processing community product is the adaptation of local, Thai, and even other countries' wisdom into the transformation of the original product. Therefore, this product processing is what the community enterprise has been emphasized in order to increase the product value and add more choices for consumers (Grisanaputi, 2016). Due to the fact that community enterprise has been facing several problems such as production, marketing, management, information, unqualified and under-standard product and inappropriate product design (Wongwan, 2020), the development of community product should integrate modern knowledge into production, marketing and product, and management with local wisdom for the higher value and responding demands to stimulate consumption (Kasornbua, 2013). Increasing value of community product, especially food products, requires diversity and identity by concerning quality and standard (Rattanaphan, Rattanaphan, & Sae-Wong, 2018). “Sun-dried fish” is one of the community food products. According to The Community Product Standard (CPS 298/2549), it has been defined that “sun-dried fish means a product made from fresh fish, full body or cut, such as sneak-head fish, back-banded trevally, or trichogaster pectoralis, cleaned, perhaps cooked with spices or herbs including sugar, fish sauce, salt, light soy sauce, garlic, parsley root, pepper, and five-spice powder, dried with sunrise or other resources, and cooked” (Community Product Standards Division, 2006).



It is next to the Nong Harn–Kumphawapi Wetland called “Red Lotus Sea”, which is a large wetland (the second largest of Northeastern) and the major travel destination of Udon Thani. The lake is almost thirty-thousand rai large and the origin of Pao River. It’s dept is approximately 1–2 meter which full of richness, the dwelling of birds and water creatures such as shrimps, shells, crabs, fish, etc. According to the lake’s approximate dept that is not too deep, surrounding villagers’ lifestyle is fishing, which has been transferred through the generations. As well as Don Kaew villagers, they go fishing for a living with their tools; for example, fish traps, square dip nets, fishnet, and fishhooks which are both northeastern style artificial and modern ones. In addition, there are small fishing boats, both with and without motors, in order to improve fishing capacity in the farther spots. The villagers go fishing not only for consuming, they also sell for a living. Those fish were formerly sold as fresh fish, which gave low income and needed to immediately sold. Those died fish are even cheaper. As a result, the villagers process fish based on local wisdom in order to increase the value and prolong the product in several ways such as making pickled fish, sour pickled fish, fish sauce, and sun-dried fish. Later, there is a group of Ban Don villagers gathering with the purpose of increasing the value of fish by creating a community enterprise. The purpose of this enterprise is to process fresh fish into sun dried fish and expects that it can be a place for gaining income for the members and villagers.

According to the field survey to find out the problems and demands of Don Kaew Community Enterprise, it reveals that even though the enterprise has been founded with full of raw materials, the enterprise is still in need of knowledge and innovation to process sun-dried fish: fresh fish as the up stream, processing process as the main stream, and selling as the down stream. Every process is important in which improves the competitive competency of the product in business aspect. However, the members realize the problems but they are in need of solutions. Therefore, this study aims to investigate the state of operation that this enterprise faces, by emphasizing the participation of the target group, in order to develop sun-dried fish as the community product to be able to compete in business aspect. This provides the way of gaining income for the enterprise and the community sustainably. It can also be the guideway for other vocational groups to learn and apply.

Objective

1. To investigate the state of operation of Don Kaew Fishery Group
2. To develop the product of Don Kaew Fishery Group

Methodology and Tools

This study employs action research methodology, focusing on the participation of the target group. The target group is acquired through purposive sampling that is Don Kaew Fishery Group, Kumphawapi Sub-district, Kumphawapi District, Udon Thani. Don Kaew Fishery Group operates food processing and sells sun-dried fish. Field survey with the target group is carried in order to introduce the project to related people, and the meeting among 12 researchers, experts, related members from the target group is later held in order to investigate the environmental information and circumstances that the group faces, as well as SWOT analysis and problems and solutions. Empirical field data are collected from the target group through interview, group conversation, and operating participation. The tools and methodology are semi-structured interview, participatory observation, and participatory action to investigate and explain the proccession of sun-dried fish, design and development of green



house, marketing plan, and development of product brand and package. Application of knowledge and innovation into community development is to apply appropriate knowledge and innovation in order to become sustainable development. Nevertheless, every process of data collection and so on has been emphasized with decision and willingness of the target group.

After the data have been collected and the activities has been completely held, the data are analyzed through descriptive analysis. The result of the analysis reveals the discovery and knowledge from operation to the development of community product: sun-dried fish. This study employs research framework as follows.

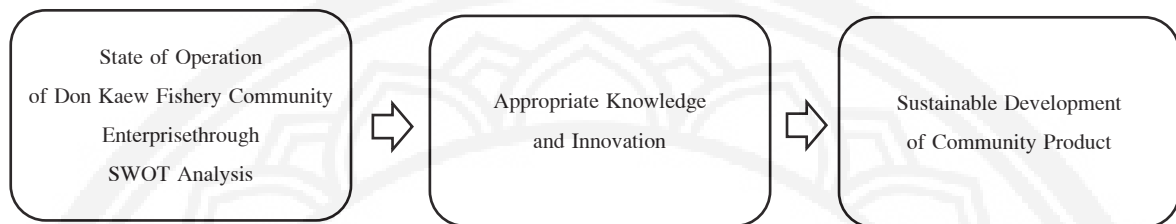


Figure 1 Research Framework

Results

The results of the study are classified into 4 aspects as describe below.

1. The Context of Don Kaew Community, Kumphawapi District, Udon Thani Province

Don Kaew is located within Kumphawapi Sub-district Administrative Organization, Kumphawapi District, Udon Thani Province (Kumphawapi Sub-district consists of two administrative organizations: sub-district administrative organization and Subdistrict-Municipal Office. The village is next to Nong Harn-Kumphawapi Wetland which is the second largest lake of the Northeastern. Beside its large size, the lake is full of richness so that the villagers can utilize water for consumption, agriculture and livestock, and for a living e.g. fishing and collecting edible plants for consumption and selling, as well as riverbank agriculture e.g. planting vegetables and corn. This wetland is also known as “Red Lotus Sea” travel destination.

Don Kaew Village, Kumpawapi Sub-district, currently consists of 2 village numbers: number 5 and number 15, which used to be one number and later separated. According to the report of Kumpawapi Sub-district Administration Organization (2019), the information of Don Kaew village that Don Kaew village number 5 is 4,982 rai large, containing 216 families including 319 males and 333 females, 652 in total; whereas village number 15 contains 162 families including 317 males and 348 females, 665 in total, and 2,340 rai large. For land utilization, the villagers utilize the land for agriculture i.e. in-season rice field, gardening, and farming. Due to the fact that this area is next to the large rishfull lake, the main career of the villagers is small inland fisheries. Moreover, the villagers also hold a eco-tourism called Baan Don Kaew Long-tailed Boat Group, which is held at Nong Han-Kumpawapi Lake, Red Lotus Sea, and the tradition of Pao Nong Han-Kumpawapi fishermen (Kumpawapi Sub-District Administration Organization, 2019). The other important place at Don Kaew is Don Kaew Pagoda (Village number 5), the respectable pagoda for Kumpawapi people, and Anyawiwektham Temple (Village number 15), the spiritual place for the Buddhists around the area.

Based on the villagers’ livelihood through generations of small inland fisheries, almost all families have fishing tools and are able to go fishing. Fish are for consumption and selling. Fish for selling are fresh fish,

in which the price is quite low. Therefore, a group of the villagers has a meeting with the purpose of increasing income from the community's social capital. As a result, it becomes the solution of founding a community enterprise, Don Kaew Fishery Group", with the purpose of processing sun dried fish. The operation conditions of the group are explained below.

1) The Basic Environmental Condition of Don Kaew Fishery Group: the materials are from Nong Han-Kumpawapi Wetland, both by self-fishing and buying. Beardless Barb and *Anematichthys repasson* are the kinds of fish for processing sun-dried fish based on local wisdom, which to increase the value of the product because its price is higher fresh fish.



Figure 2 Traditional Sun-dried Fish Processing

2. The State of Operation of Don Kaew Fishery Group

The researcher applies SWOT analysis in order to describe the state of operation of Don Kaew Fishery Group as described below.

1) The Production (traditional sun-dried processing) consists of the following steps: (1) preparing material, fish as desired type and size and washing; (2) scaling and washing; (3) cutting open by cutting the head off, taking the entrails off, chopping half of the body from the spine to abdominal surface but keeping it not to torn apart, and washing; (4) putting into the basket in order to dry the fish; (5) pickling and flavoring with spices and leaving for 10–15 minutes; (6) arranging fish into threshing basket or other appropriate container; (7) drying fish outdoor; and (8) collecting dried fish into a plastic bag and tightening it for selling.

2) The Problems in Production consist of the lack of knowledge and technology to process, so the processed sun-dried fish are musty, having mold, short-time storing; as well as problem in drying fish at the open-air area, the limitation of drying fish in rainy or stormy seasons, the problem of unique label and good package lacking; and the lack of material in some season. Those problems affect the group operation in both current living and future survival.

3) Demand consists of the community product development -- sun-dried fish, to become the qualified and unique product and to be competitive with other enterprises or products, in order for Don Kaew Fishery Group to be the income making place for the member and the community sustainably.

According to the results of SWOT analysis, it has been found that the strengths (S) of Don Kaew Fishery Group are about having unique material, that is fresh, clean and cheap; having local wisdom of processing and preserving food so that it can be easily developed. The Group's weaknesses (W) are the lack of material due to



the fact that fish are collected from natural resources, which cannot be collected in some seasons such as rainy and stormy seasons; the inappropriate drying area, which is open air so that there can be dusty pollution; the lack of online selling channel; and the uninteresting package. The Group's opportunities are that sun-dried fish is the continuously on-demand product which is easy to be consumed; can be consumed with variety of food; cheap; and not far from Red Lotus Sea and Kumpawapi Market. The threats (T) of the Group consist of the group's operation, which is about a large number of similar product enterprises so that customers are more advantage to bargain; the natural disasters including drought and flood, which effect on the material collecting and product selling.

Therefore, to identify the development strategy of community product, there should be the adaptation of existing strengths and opportunities to become bigger and reduce weaknesses and threats. The developments are to employ the strengths on location, resources, and materials, and the member's ability; as well as to improve the opportunities by strengthening inside the Group and creating networks from outside, i.e. employing innovation into production process development, making the product appetizing and unique, and creating networks with other fishery groups in order to reduce the problem of material lacks and enlarge the circle of selling the product.

According to the results of the operation states of Don Kaew Fishery Group, the researcher applies the data into changing process for the development, which emphasizes the target group's participation into every process. Therefore, data are so clear and acceptable that related knowledge and profession can be applied into the development of the community product.

3. The Development of Don Kaew Fishery Group Product

According to the environment study and analysis, the problems and limitations are revealed. So, the appropriate knowledge and innovation is applied in order to develop the community product to be competitive in business aspects and to respond to the demands of the target groups as explained below.

1) The Development of Sun-Dried Fish Processing to solve the problem of drying fish and storing are listed below.

1.1) Drying Fish is about applying solar drying technology to change fresh fish into sun-dried fish, instead of drying in the open-air area. The structure of the developed drying plant is strong, including reinforce concrete, metal structure, and polycarbonate-sheet roof covered by UV filter, in which the sun light well shines through. The heat inside the plant does not easily transfer outside, resulting greenhouse effect within the plant; therefore, the heat is mostly stored inside. Furthermore, in order to reduce the limitation of sun light in rainy season or cloudy days, the plant has been added the heater from liquified petroleum gas burning for supplement heat when the light is not enough, exhaust fan for releasing humidity or water evaporated from the fish or other drying products, and temperature and humidity measuring tool for controlling time, amount of humidity, and the quality of dried products.

In the past, Don Kaew Fishery Group processed fish in the open-air area which resulted in cleanliness problems such as flies, dusty, air pollution from the cars riding on the road, and dusty from houses and agriculture activities. Moreover, cloudy days affected the fish humidity and the reduction of the production. Those mentioned problems and limitations have been solved by applying knowledge and professions, by building and developing a sun drying plant which works with a liquified petroleum gas system. The plant size is 4 x 6 x 2.4 meter, which is appropriate with the amount of production and the productive ability of the target group.

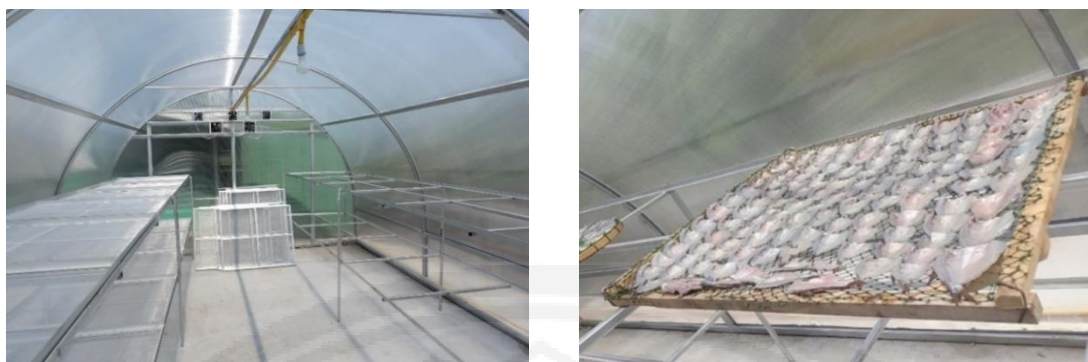


Figure 3 The Sun Drying Plant that Works with a Liquified Petroleum Gas System, and the New Model of Sun-Dried Fish Processing

In the present days, the sun drying plant that works with a liquified petroleum gas system is located at Don Kaew Fishery Group Office (village headman's office), 1 village no. 15, Don Kaew, Kumpawapi Sub-district, Kumpawapi District, Udon Thani Province. This plant leads to the new phenomena of sun-dried processing as following: (1) the problem of uncleaned product is solved because it is the closed system that dust or flies cannot come in; (2) the problem of limitation of drying in rainy season or cloudy days is solved because the plant does not only increase the ability of using sun light, but it also contains the liquified petroleum gas which works as the alternate energy; (3) the productive efficiency can be improved because of the developed sun drying plant that its design contains shelves in both sides from the front to the back of the plant so more fish can be processed; and (4) the temperature inside the plant and the fish humidity can be controlled. Those mentioned four indicators lead to the positive changes from drying fresh fish into Don Kaew Fishery Group's sun-dried fish.

1.2) Product Preservation: due to the fact that the skin of sun-dried fish is only half-dried, which means there is still remaining humidity, there are some following problems of preservation such as bad smell, mold and short-time preservation. Those problems become the limitation to compete with other enterprises. As a result, food science knowledge is applied to improve the product quality for longer-term preservation. Principles of science are applied to control the humidity to the appropriate level, no bad smell or mold. The application of science principles are included in several processes: processing, packaging, and the appropriate package i.e. size, instruction, and cost.

As Don Kaew Fishery Group's sun-dried fish has faced the problem of smell, mold and high humidity and short-time preservation, it resulted in high risk when the product was sold and still had those problems. Those problems are solved by knowledge and profession about using technology to control temperature and packaging, which means the fish's humidity is controlled in the drying process, using a vacuum sealing machine in order to prevent the outside air coming into the package.

Food preservation and prolonging sun-dried fish storage by using qualified package, that is tough, high flexible, hard to be torn, and vacuum, is about soaking the air inside the package out before sealing. The outside air cannot get in, so the package is vacuum. This state of the package helps prolonging the storage of sun-dried fish and preventing the deterioration of the sun-dried fish quality, controlling humidity which causes bad smell, mold, and bacteria in the fish. Therefore, this is the application of creating a vacuum state to preserve food. Even though sun-dried fish's humidity is lower than fresh fish, there is still remaining humidity because its skin is now dried yet. Controlling the product not to absorb more humidity from the outside air or oxygen helps



prolonging the storage. In addition, the vacuum package helps reducing musty or rancid smell and mold during the customer's storage before consuming. The benefit from longer-term preservation is also advantage for the longer-term selling and further transportation. As a result, it becomes the solution of food preservation and prolonging storage.

2) Label Design and Package: because the product label is the symbol of each enterprise or manufacturer which creates recognition and reliability of the product and the packages, especially consuming product packages, should be clean, appetizing, and specifying the product's details, designing the product label and package to be unique is necessary for creating acceptance and recognition of the product. Moreover, it creates the customer's feeling value for the product and increases the product value.



Figure 4 The Product Label

Previously, Don Kaew Fishery Group did not have any product label, so the product package was not recognized. It used to be the unqualified package which was a heat-resistance plastic bag but low flexible and easy to be torn, and closed with a small rubber band. Those mentioned problems are solved with the product label design and package improvement to be unique and become the new phenomena as follows.

- Making a unique product label is one of the methods to make the product recognizable for customers, and to manifest the reliability of the product and manufacturer. Don Kaew Fishery Group contains three important highlights including (1) conveying of sun dried fish which is the Group's main product; (2) naturalness because the materials are from natural water resources; and (3) cleanliness and modern because it is the consuming product. The designed label can convey those highlights to the customers.

- The development of package is to adapt the designed label into the package design in order to convey with customer, and to improve the package according to The Community Product Standard (CPS 298/2549: "sun-dried fish"), which indicates that "packaging" should (1) pack in a clean and fully-closed container that can prevent outside contamination; and (2) concern the sun-dried fish's weight not to be lower than identified on the label. In addition, the information on the container or package should show "the sign and label" including (1) the name of the product; (2) important ingredient; (3) type and amount of food additives (if any); (4) net weight; (5) manufactured date and expiry date or a text addressing "best before (day month year)"; (6) instruction for consumption and preservation such as cooked before consuming; and (7) manufacturer or location of manufacturing, or registered trademark (Community Product Standards Division, 2006). The qualification of the package should be flexible plastic that is hard to be torn and vacuum sealed.



3) Marketing Planning: it is the adaptation of knowledge and professions on business planning, strategies planning, and environmental analysis for sun-dried fish with the development of marketing planning. Moreover, there is online marketing through Facebook in which not only accesses a lot of people, it is easy to use and fast and low-cost.

In the past, Don Kaew Fishery Group did not have any marketing plan or online selling. Therefore, the information from SWOT analysis including strengths, weaknesses, opportunities, and threats of the enterprise are studied in order to do marketing strategies planning to avoid any errors or risks, and to identify the product selling development to be successful by combining strengths and opportunities to reduce weaknesses and threats. The main factors for achievement are (1) taste, quality, clean, and price, because these are influential to customers in decision to buy, reliability, commitment to the product, and communication; and (2) product selling channels, because apart from selling through the group members, the group should have more selling agents such as community markets, markets in Kumphawapi District, and Red Lotus Sea. Due to the fact that sun-dried fish is a consuming product and short-term preservation, the faster selling, the better it is in order to avoid the risk of deteriorated product before selling. Especially, the faster and the more sold products, the more income the members earn. For online selling, the group has a Facebook Fan Page showing the product label as the Profile Picture and Banner, which reflects the identity of Don Kaew Fishery Group.

What changes the selling situation is online marketing through Facebook Fan Page, named “Don Kaew Pla Daed Diew”. Apart from product selling, this channel is a good opportunity to communicate with customers including the introduction of the production process for creating reliability, news and updates, and other activities for customers to recognize and buy the product. In addition, communication through Facebook is a convenient communication method which is easy to access and low cost. Therefore, this is the effective selling communicative method.

4. Effects and Sustainability from Community Product Development

According to the results of the study that aims to develop the community product, sun-dried fish, there are positive outcomes and sustainability as described below.

1) There is the Sun Drying Plant that Works with the Liquified Petroleum Gas System, so the problems of drying process are sustainably solved. Any problems or limitations are gone, such as insects, dust, pollution, not enough sun light, and fish humidity, so this is the effective processing development for the sanitarian product. As a result, it is obviously the performance and competitive development of Don Kaew Fishery Group. In addition, the developed plant can process other kinds of food such as sun-dried fruit, herbs, meat, agricultural plants. It can be concluded that the sun drying plant is obviously and concretely beneficial for Don Kaew Fishery Group and the community.

2) The Product becomes more Qualified and Sanitarian so it is verified by “The Community Product Standard (CPS 298/2549): sun-dried fish”. The member are more aware about the principles of food preservation and prolonging so customers tend to rely more on the product. When the product is already accepted and on demand, it is more beneficial to the current business as well as in the future, in aspects of both income and career sustainability of the members and villagers. This is because the sustainability of the business means the sustainability of the group and related villagers.

3) There is the Product Label and Standard Package. According to the product label and standard package that is easy to recognize and obviously reflects the group and product identity, customers are more committed to



the product. The product can also be more easily advertised, so it is wider recognized. Therefore, it is beneficial to the business in the aspects of both product selling and business networks (middlemen) that want to sell the product.

4) There are Various Channels of Product Selling. The previous product selling was mostly about direct selling by the group members and some other channels. Later, the product selling has been improved and become online selling through Facebook Fan Page named “Don Kaew Sun-dried Fish” as the channel of selling and communicating. So, there is another channel to sell the product that is faster and wider. This is the improvement of product selling to be more varied.

5) Effects on the Community from the developed Don Kaew Fishery Group, the group members and villagers are proud of the product. Moreover, when the business gets bigger, the members earn more income from selling the product. The villagers earn benefits both directly and indirectly including: (1) direct benefit, when the villagers found the desired type and size of the fish, the group buys for making processed fish; and (2) indirect benefit, stores and laboring employment is perhaps benefited from the increasing income of the community members. When the community people earn more income, they will buy more products and services, which is the development of community economy from the community members’ income.

Apart from economic aspect, the relationship among family members and community members, Don Kaew Fishery Group becomes the place for the community income in which people do not have to go somewhere else to work. So, the family members can stay together. For the relationship of the community members, Don Kaew Fishery Group becomes the knowledge center where the members learn, plan, solve problems, and develop. As a result, the members share and learn together, have commitment to the group, and become a strong community. This results in sustainable development.

Conclusion and Discussion

The results of this study lead to the conclusion and discussion as described below.

1. The Context of Don Kaew Community: Don Kaew is one of the villages in Kumphawapi Sub-district, Kumphawapi District, Udon Thani Province. The village is located next to Nong Han-Kumphawapi wetland, that is the second largest wetland of Northeastern and still plentiful. This wetland has a national travel destination called “Red Lotus Sea”. Therefore, the traditions are connected to this wetland through local fishery for consumption and selling, as well as processing to increase the product value.

2. The State of Don Kaew Fishery Group Operation is the community enterprise founded from the composition of villagers with the purposes of utilizing social and resource costs in the society as a career and make income for themselves and the society. However, the Group has faced a lot of problems including (1) the lack of knowledge and technology for production; (2) product’s cleanliness and quality; (3) limitations of drying fish in rainy season and cloudy days; and (4) the lack of unique product label and standard package. Those mentioned problems are in accordance with Wongwan (2020), which indicates that community enterprises are facing several problems and obligations such as production, marketing, information management, and especially, unqualified product and inappropriate package, as well as high marketing competition. Some of those mentioned information are not in accordance with Ponnill & Wongsarnsri (2011), in which indicates that social enterprises in Northeastern Part can be classified into 2 dimensions: internal factors, i.e. no research processes, and limitations of group administration



such as budget, marketing, and production; whereas external factors mean that supporting organizations do not truly respond to the community demands, and there are no systematic connection.

Those mentioned identifications are, however, not in accordance with this study, they introduce interesting aspects of problems and limitations of community enterprises.

3. Development of Don Kaew Fishery Group. According to the states of operations and a number of problems that the Group has faced, there becomes a community product production development by applying appropriate knowledge and innovation which responds to the target's demand. The development process includes 3 aspects as following. 1) Development of sun-dried fish production process consists of "drying fish", in which there are development and building of a sun drying plant that works with liquified petroleum gas so that problems and limitations of drying fish, i.e. insects, dust, not enough lights, are solved. Moreover, The productivity potential is also improved; "product preservation", which applies knowledge and technology about food preservation and food science for prolonging sun-dried fish, i.g. fish temperature control, using vacuum sealing machine, and using appropriate package, so that the problems of musty smell or mold are solved. This is the preservation of fish skin and prolonging product storage; 2) Product label and package design adapts the principle of design saying that unique reflects the Group's identity. It is modern, interesting, and containing information based on "The Community Product Standard (CPS 298/2549): sun-dried fish". It is purposed that the product will be accepted and able to communicate with customers effectively; 3) According to SWOT analysis, it becomes marketing planning based on adaptation of strengths and opportunities to reduce weaknesses and threats. The results of SWOT analysis are also beneficial for other operations. Duanguppama (2014) suggests that community enterprises will be successful from examining the social enterprise' phenomena, including strengths, weaknesses, opportunities, and threats, in order to apply them for the sustainable improvements. In addition, there is an online selling channel through Facebook Fan Page named "ดอนแก้วปลาแดดเดียว"; in English means Don Kaew Sun-dried Fish. This Page is for communication and selling the products. In conclusion, those mentioned four aspects are the solutions of Don Kaew Fishery Group's problems and limitations. It also becomes the effective development of the community product for better competitive potential.

4. Effects and Sustainabilities from the Development of the Community Product: the development reveals many changes including 1) sun-drying plant; 2) more qualified product; 3) standard product label and package; and 4) more communicative and selling channels. Those results improve Don Kaew Fishery Group's potential well, especially qualitative and quantitative production. It can be explained that sun-dried fish can be produced more and better quality and taste, as well as longer stored with standard package. Therefore, what the Group should concern afterwards is the development of selling and product value increasing. If the productivity goes well while there are no selling channels, it is still not what enterprise desires. So, there should be more channels to sell the product, e.g. community market or other community markets. In addition, the product and package should be continuously developed for maintaining the customer's interests and demands, which is in accordance with the study of Rattanaphan, Rattanaphan, & Sae-Wong (2018) that suggests that having a network of selling strengthens the enterprise and keeps it growing. For community product development, it should be outstanding and unique, emphasizing on quality and standard, in order to increase the community product value.

Finally, if Don Kew Fishery Group can effectively improve the group ability based on this study, both in concrete and abstract ways, it will be the benefit for the Group's operation. At least in the primary state, the Group



can rely on themselves which will be improved to the highest state that it will be the place for the members and community to earn sustainably, as proposed by the group earlier.

Suggestions

There should be another development and support for Don Kaew Fishery Group to become a community wisdom center in order to transfer experiences and local wisdoms to other enterprise group or other people about producing sun-dried fish by the sun drying plant (drying plant), food preservation, and approaching marketing planning.

Moreover, there should be more variable processed foods by encouraging Don Kaew Fishery Group and related organizations to develop the products to be unique and more accessible to customers. For example, food process development or sun-dried fish snakes.

The community development methods of Don Kaew Fishery Group should be further developed to be the model of studies and developments of other enterprise groups.

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